



City of Fort Saskatchewan

# Recreation, Culture and Parks Master Plan

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*Final*

RC Strategies

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- Key representatives of volunteer groups who answered surveys and attended meetings to discuss their needs,
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## Executive Summary

The 2008 City of Fort Saskatchewan Recreation, Culture and Parks Master Plan has been developed to help guide City Council and administration in the future provision of community facilities, parks and open spaces. It has been developed with consideration of a thorough needs assessment process including significant engagement from the public, assessment of existing resources by industry professionals and background research into community service trends, local population demographics and projections and; service levels / spending in comparable sized Alberta communities.

The following Parks and Open Space, Recreation and Culture Facility and Service Delivery goals provide the basis for the Master Plan and have been developed with consideration to the Needs Assessment findings and existing City strategic planning:

### Parks and Open Space Goals

- Goal 1: Parks that are close to home
- Goal 2: Parks with a greater diversity of outdoor recreation opportunities
- Goal 3: Consolidation of team sports fields at common sites
- Goal 4: Greater connectivity in the open space system
- Goal 5: Flexibility to adapt to future trends in participation
- Goal 6: Coordinate and develop regional open space systems
- Goal 7: Breathe life into the City's rich history

### Recreation and Culture Facility Goals

- Goal 8: Optimize use and enhancement of built infrastructure prior to investing in new development
- Goal 9: Ensure that locations and ample lands are identified, put in place and reserved for the development of future leisure facilities
- Goal 10: Complete market assessment and feasibility planning for all new facilities including the component expansion of the Dow Centennial Centre
- Goal 11: Invest in new recreation and culture infrastructure systematically to ensure sustainable operations
- Goal 12: Invest in infrastructure that responds to majority market needs
- Goal 13: Invest in "green" building design

Goal 14: Invest in multi-purpose facilities as a priority over single or dedicated use facilities

#### Service Delivery Goals

Goal 15: Provide a declaration of how the City will fund leisure infrastructure

Goal 16: The City will conduct, or ensure the completion of market assessments / feasibility analyses and business plans prior to making decisions to fund any public or public not-for-profit culture or recreation facilities.

Goal 17: The City will develop, adopt and implement a process, protocol and acceptance criteria for parks and open space when working with the development industry

Goal 18: The City will provide park, recreation and culture services and facilities with greater alliances between not-for-profit groups, associations and neighbouring municipalities

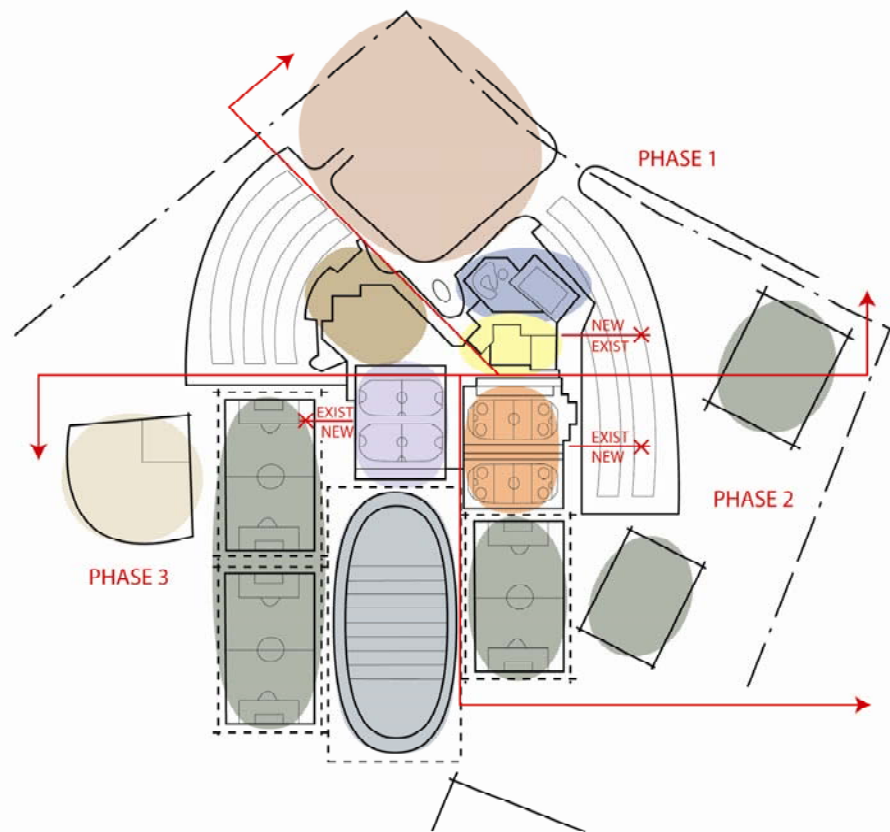
Based on these goals, the Plan includes planning guidelines, management tools and a classification system to help manage the ongoing provision of facilities, parks, open spaces and programs. The Plan ensures that future planning is transparent and uniform, yet flexible enough in adapting to changes in the local and regional market.

The Plan also provides a planning framework outlining when feasibility / business planning should occur for major community facilities, such as swimming pools and ice arenas, including specific market triggers (population thresholds, usage analysis and facility assessment). This framework will enable the Town to be proactive in planning new and / or upgraded facilities and parks that will service future needs as they arise.

Lastly, the Plan incorporates a number of strategic recommendations for future indoor development, outdoor development and programs which were identified through the needs assessment process. These recommendations include both specific improvements to existing parks as well as broad based planning nodes and future trails connections. The following maps explain major recommendations for the Dow Centennial Centre and Park, Jubilee Recreation Centre Park and a future trail Network Plan throughout the City.

Dow Centennial Centre  
and Park

|                   |                          |
|-------------------|--------------------------|
| Diamond           | Performance Theatre      |
| Outdoor Field     | Fitness / Administration |
| Indoor Fieldhouse | Outdoor Track            |
| Acquatics         | Hotel                    |
| Indoor Arena      |                          |

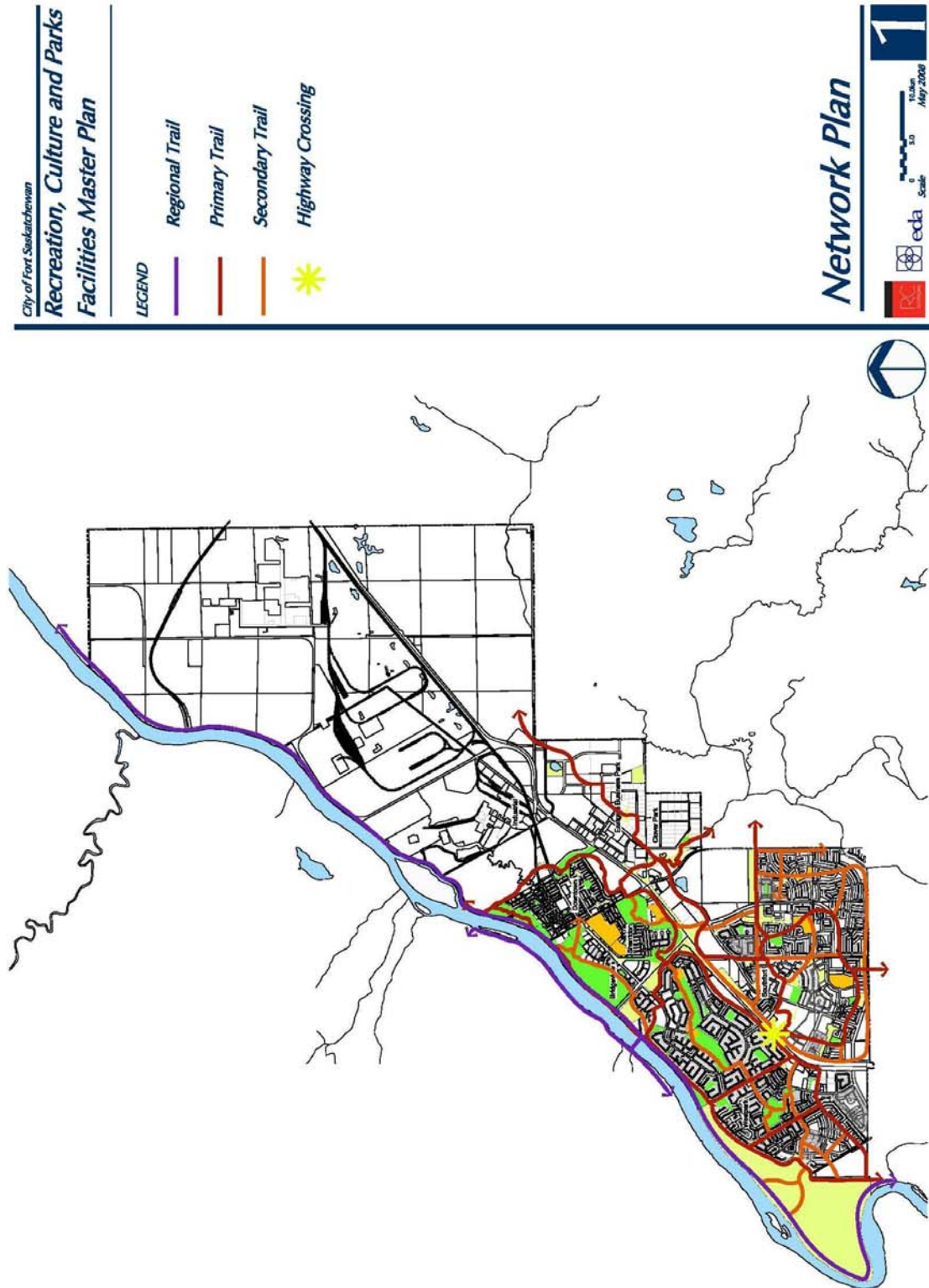




Jubilee Recreation Centre Park

- |                                                                                                                   |                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
|  Diamond                         |  Football Stands / Change Rooms     |
|  Outdoor Field                   |  Pool & Ice Dressing / Change Rooms |
|  Outdoor Ice Rinks               |  Curling Club                       |
|  Outdoor Harbour Pool Retrofit   |  Existing JRC Arena                 |
|  Concession Viewing Tower (360°) |                                                                                                                        |





Although the needs and demands from the community are real, initiatives such as new swimming pools and other major facility developments are not operationally sustainable at current City population levels. That being said, this Plan has identified these community development initiatives as requiring further investigation when specific population thresholds and other contingencies are met.

This Plan has been developed by the residents of Fort Saskatchewan for the Residents of Fort Saskatchewan. Once accepted, in principle, by City Council, the Plan will guide the orderly development of recreation, culture and parks facilities for the future.

**Creating a Vision for  
Recreation, Culture  
and Parks – A Public  
Leisure Services  
Imperative**

## 1. The Master Plan Process

The City of Fort Saskatchewan exemplifies a community which has clearly embraced the value of heritage, parks, natural open spaces, recreation and culture facilities as vital components of public service delivery and over-all community living. Built upon the generosity and involvement of its citizens and committed volunteers, far sighted leadership and a proud heritage as one of Alberta's first and most prominent settlements, the City thrives with an outstanding supply of indoor and outdoor recreation, culture, social and sports facilities.

Today's vision is one of accomplishment from its origins in the 1700's and 1800's as a major fur trading settlement and North West Mounted Police post, through to the arrival of the railroad and establishment of mining and building of Alberta's provincial jail in the early 1910's and finally, to a City of close to 17000 residents with a strong economic base driven by petrochemical processing, manufacturing, agricultural processing and retailing.

Fort Saskatchewan is located along the North Saskatchewan River, a name derived from the Cree meaning "swiftly flowing river". While the River elicits a more passive and peaceful image today, the City and its relationship with the river valley as a resource for nature recreation and tourism is prominent, with many developed areas (Turner Park, Chabot Park, Red Coat Landing) and many emerging park and tourism development opportunities (Fort Centre park – historic fort site). As a City which was developed along the River, urban trail ways which connect the original downtown neighbourhoods with newer neighbourhoods to the south and south west, parallel the Valley forming an elongated settlement pattern and numerous future opportunities to create park corridors and trail ways to fulfill a vision that has yet to be fully implemented. Part of this vision lies with the City's partnership with the River Valley Alliance seven municipalities who have set course to make the North Saskatchewan River Valley from Devon to Fort Saskatchewan a world class park.

Two projects that have been envisioned by the community for some time are the development of Fort Centre Park and the Historic precinct. These projects have been designed to be complimentary to enhance, rebuild, and fully develop civic culture and heritage through buildings, government and commercial streetscapes, park scapes programming and civic events. Legacy Park represents a common element within this vision and is not only an excellent local community resource for fairs, festivals and events, but a prominent future tourism destination that will compliment river themes and regional tourism linkages (Trans Canada Trail) with partner municipalities located along the North Saskatchewan River Valley (River Valley Alliance) all the way to Devon and beyond.

Fort Saskatchewan has a spirit. One that includes, and goes beyond, that of a **River Valley Community that is rich with heritage of the RCMP and early settlers.** Fort Saskatchewan also represents a community which **values its individual and corporate citizens, volunteers, athletes, artists and their embodiment of community spirit.**

The Vision then is one of a recreation, culture and parks system which is planned not only to meet the majority needs of all citizens, but is planned with the engagement of citizens, volunteers and the corporate community in designing, and in some cases developing and operating existing culture facilities like the pottery guild at the Dow Centennial Centre, the performing arts theatre and recreation and sports venues including: three public arenas, a field house, and the Harbour swimming pool.

To respond to a growing need and growing market, recreation and culture program and event venues will evolve as a community affair recognizing the important role of the City along with the community's vast network of service delivery organizations.

The vision also recognizes **Pride in Local Autonomy** with the enhancement of existing leisure infrastructure as well as the development of new parks and facility opportunities, portraying a quality and uniqueness representative of Fort Saskatchewan.

Last, but not least, Fort Saskatchewan's Vision of being dynamic and prosperous transfers to a recreation, culture and parks system which is adaptable to change and is of a quality that supports the positive economics of tourism.

The Recreation, Culture and Parks Master Plan (The Master Plan) builds on these existing community visions and in doing so, provides a template for developing recreation, culture and parks infrastructure in the City over the next twenty years. A vision for the future, which is:

- **Value based** – thus ensuring that community's corporate beliefs are protected and projected;
- **Needs based** – ensuring that available resources are optimized and leveraged in developing the opportunities most sought by residents;
- **Futuristic** – thereby ensuring that the vision for planned public program services not only meets the needs of today's residents but also the 15 to 20,000 new faces who will become residents over the next twenty years;
- **Strategic** – in that the twenty year vision is supported by a phased approach to meeting objectives, and finally;
- **Sustainable** – in design, ensuring that environmental, economic and social principles of Fort Saskatchewan are followed as guides to achieving the many projects that make up the vision and the plan to get there.

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## Mandate for the Plan

---

With an eye towards building on the past, Fort Saskatchewan planners, leaders and residents now look to the future, the next twenty years and a promise of significant change – increasing population density – new leisure and work, trends, demographic shifts and a society which embraces health, wellness and the natural environment far more now than ever.

The City and its excellent recreation, culture and parks legacy has been shaped through deliberate planning, much of which has occurred over the past ten to fifteen years and at a time when population growth remained stable. The Dow Centennial Centre, a unique multiplex which combines culture and recreation opportunities under one roof with a major performing arts centre and craft wing combined with public ice, public fitness, gymnasium, indoor field sports and multi-purpose program rooms is a product of leisure needs studies research formulated in 1999 / 2000.

The Fort Centre Park project, which is now in being planned, will result in a multi-phase approach to re-building the community's historic past with the reconstruction of the North West Mounted Police headquarters and Old Fort. It will become an important local and regional destination for museum enthusiasts, students of history and local visitors to the community.

Concept plans are also in place for river valley parklands, including trail extensions, a campground, golf course and improved inner access sites. Implementing many of the planned projects over the next ten to twenty years is definitely a major component which needs to be addressed and woven into the Master Plan. But there is a far greater mandate for the community – that of planning for a City which is expected to double in size over the next twenty years.

A community wide Strategic Plan called the Municipal Sustainability Plan / Municipal Development Plan (MSP / MDP), now being developed, will become a strategic template to guide the budget, capital development and policy decisions for all City departments and agencies. The Recreation, Culture and Parks Master Plan will become a critical supplement to the City's Strategic Plan, and its creation has been mandated as an essential guide for all departments to follow in:

- completing approved recreation, culture, heritage and park projects;
- enhancing existing leisure resources, and;
- planning, designing, and developing new recreation, culture and parks opportunities along with Fort Saskatchewan residents, volunteer agencies, community developers and the business community.



## A Value Based Plan

It goes without saying that a great community in which to live, to raise a family and to age gracefully is one which utilizes its resources in a manner that best responds to the priority lifestyle values of its residents; can sustain these resources for future generations and can work cooperatively through agreements with volunteers and other public service agencies in providing opportunities in the face of changing priorities.

Not all communities are alike, and while essential services like policing, education, health, roadways, emergency services and utilities are core components that are valued and important to any community, the real test of quality lifestyle lies in the benefits derived from living in a community where each and every individual can access opportunities which enrich their lifestyle, opportunities that positively impact the mind, body and spirit. Public recreation, culture and parks (programs and facilities) services are designed to do just that and their type, quantity, quality and placement within the community over the next twenty years have been recommended on the basis of four plan values, all derived from what the public has said, and what the future holds as Fort Saskatchewan grows. These values form the pillars of the Recreation, Culture and Parks Master Plan and are articulated throughout.

### Balance

***Opportunities for all ages, abilities and economic status.***

***Equitable and measurable allocation of resources.***

How the City enhances and / or expands parks, programs and facilities to serve recreational and cultural needs requires balanced provision or equity in comparable distribution, access and quality throughout the City. This does not imply equal division of annual park budgets throughout the community, common designs and elements for every park or facility. What it does imply is that the City will set minimum standards in design and maintenance and apply these equitably. It means that residents will have reasonable and safe access to parks and trails no matter where they live in the City, and it means that resource spending on enhanced, or new, infrastructure will occur in balance with majority needs thereby ensuring a domestic approach in providing for sports, culture, recreational, social and heritage appreciation activities to all residents regardless of their socio-economic status, age, gender, physical ability or disability.

### Connectivity

***Well planned new and existing indoor / outdoor facilities.***

***Trail linkages, new and existing open space networks.***

The value of being connected both physically and socially represents a planning pillar which not only combats isolation, but it builds social capital through the provision of safe public pathway systems and social gathering places connecting neighbourhoods, schools, commercial and industrial areas, parks, natural areas, heritage attractions and the North Saskatchewan River Valley. Not only do these corridors build social connections, they are also pathways to

wellness in that residents are provided and encouraged to improve their physical fitness by walking, jogging, cycling and inline skating throughout the community. Residents have said that trail development should be a community priority and thus continued emphasis on the development of all forms of non-vehicular pathway systems and the benefits that they bring is embodied within the Master Plan.

### *Sustainability*

*Environmentally  
conscious design  
and operating  
practices.*

*Community oriented  
and socially  
conscious  
programming.*

*Responsible  
economic planning  
and operations of  
existing and new  
resources so as to  
ensure viability.*

Focusing resources on enhanced and new infrastructure to meet recreation and culture needs quickly becomes a short lived gain if these resources cannot be managed and maintained in perpetuity. Thus, planning to sustain what we create and manage as a system of parks, recreation and culture facilities is essential to a sound plan of action. Sustaining a healthy environment is even more important.

The Master Plan responds to sustainability by ensuring that minimum standards of design and maintenance are adhered to in building, adapting and managing park resources to withstand drought, optimize water use, reduce consumption and protect natural and built resources. New facility developments and upgrades of existing infrastructure will ensure for energy efficient designs and even locations, where access via future public transportation systems are optimized along with non-vehicular pathways.

Designing places and spaces which meet majority needs as a priority over minority needs will ensure sufficient markets of users and the critical mass to create cost recovery and thus, sustained operations at reasonable / affordable costs.

The Master Plan emphasizes the need for creativity in expanding resources to pay for future development and operation. These resources go beyond municipal taxes and engage a broader host of service benefactors including the users themselves, the non-resident tourist, the business community and the many agencies who share in providing common recreation and culture services (e.g. School boards). Long term economic sustainability depends upon resourcing creativity and committed partnerships. If successful, it frees up new tax funds to pay for future infrastructure needs and it helps to build the volunteer sector, a crucial outlet and ingredient to maintaining quality of life in Fort Saskatchewan.



**Strong Partnerships.****Consistent  
Benchmarking.****Providing  
opportunities for  
public input and  
assessment of  
existing and  
potential new  
facilities.****Engagement**

Successful Community Services Departments anticipate, respond to, involve and respect their users. From the “good idea” stage to a successful on-going service offering, the many enhancements and “new development” ideas which form this Plan are a reflection of resident opinion both as individuals and as groups with common interest. But it also goes beyond the residents. Building any community involves developers, planners, business people and politicians and whether the ultimate intents are to prosper financially, socially, environmentally or a blend of all three, the synergies created by engaging all stakeholders in every aspect of the parks, recreation and culture system from design through to ongoing operation ensures that costs are justified, contributions by all stakeholders are optimized and value is added to design and operation, not to mention pride in the community.

Fort Saskatchewan has always involved its residents in a consultative capacity and this has led to many positive recreation and culture outlets. The Plan builds greater depth into this relationship as the role of volunteers and the forging of even greater partnerships will be vital to meeting the future needs within a highly inflationary environment and one which continues to attract new families to the community every day. Vigorous community outreach and engagement in all public recreation and culture projects is the order of the day and this includes public motivation, education and continuous communication.

**The Public Process**

The Master Planning Process entailed two main phases:

Phase I – Analysis and Public Engagement

Phase II – Developing the Strategic Plan Tools, Guidelines and Strategic Plan Vision

Over 4,500 Fort Saskatchewan residents participated in the Master Plan Process over the course of six months.

The public engagement process entailed opportunities for community input through:

- A household survey sent to 2,200 resident households (20% return was achieved representing over 1,200 family members)
- A student survey that generated 253 responses
- Community stakeholder surveys with 33 group responses representing over 3,000 residents of the City and immediate region.

- Six focus group meetings with representatives of various sports, culture, seniors and youth groups.
- Focus group meetings with City departments and key staff.

Through survey responses (household survey was statistically reliable in representing the views of the entire population) and open dialogue, the parks and recreation use, values, future preferences and priorities for development were clearly revealed. These expressions serve as a strong foundation for future planning and are woven into the ultimate Recreation, Culture and Parks development prescribed for the community over the next 20 years.

Detailed public participation process, methodology and results (appended to this document), reveal that Fort Saskatchewan residents visit the City's trail systems, the Shell Theatre and Fitness Centre at the Dow Centennial Centre, Parks, the Harbour Pool, and the new Spray Park more than other leisure-based facilities.

Most residents are pleased with the level of Culture, Recreation and Parks services and recognize the value of these amenities to their lifestyle. They enjoy the trail systems, parks, open spaces and community events that occur throughout the year, but would like to see a greater emphasis placed on heritage preservation and public campgrounds. In terms of future desire, residents would like to see continued focus on outdoor infrastructure particularly: trails, playgrounds, parks and sports fields. Indoor desires reflect the need to improve upon aquatics opportunities, indoor arenas, theatre arts and youth programs. When it comes to youth as a specific segment of the community, their desired development focus is similar to the general population with the inclusion of more fitness / wellness opportunities.

Recreation user groups, while generally satisfied with services, recognize the need to improve existing facilities and also develop new as their participant numbers are increasing and this trend is expected to continue.

From the public and user group perspective, there are needs that will have to be accommodated in the future but there is also feedback which suggests that funding for future needs based infrastructure must be sensitive to both the limited ability of user groups to pay increased user fees and as well, the ability of the public to accept increases in tax supported development. In the latter case, just over 52% of the public are willing to pay an increase for Recreation development, should their needs be met.

## Master Plan Goals

The vision and the values underpinning the City's Recreation, Culture and Parks Master Plan represent a broad foundation to embark upon a deliberate path of goal attainment – goals which once achieved, will expand the range of leisure opportunities at the neighborhood, city wide and regional levels; respond to emerging needs of existing and new residents; better connect people, community destinations and nature through a system of safe pedestrian corridors; and, finally, will improve upon green canopy, thus beautifying the City and improving the environment.

The values of balanced provision, physical and social connectivity, sustainability and public engagement are woven throughout the following parks and open space, facility and service delivery goals.

### *Parks and Open Space Goals*

#### **Goal 1: Parks that are close to home**

The Plan proposes equitable distribution of new neighborhood parks and / or a combination of larger city-wide parks and park corridors within 0.4 to 0.8 km (3 to 6 blocks) of every residence.

#### **Goal 2: Parks with a greater diversity of outdoor recreation opportunities**

The design of neighborhood / school parks over the past 50 years have been focused upon playgrounds and sports fields. The Plan calls for a focus towards greater diversity of opportunity in all new parks (and in existing park enhancement). Parks of the future will see: sports fields give way to spontaneous open fields, greater emphasis on including shrubs and shade trees and, where possible, retention of natural areas. Children's playscapes will remain as essential park elements, but a new compliment of gathering spots or cultural plazas complete with passive areas for relaxing and socializing, potential community gardens and historical elements will be considered, where appropriate.

#### **Goal 3: Consolidation of team sports fields at common sites**

The creation of sports field parks or batteries of sports fields in one location not only provides efficiencies in operations, but it creates greater opportunities for minor and adult groups to collaborate in programming, host tournaments and improve operating revenues through concession sales. The Dow Sports Fields (Fort Saskatchewan

Minor Softball Association) are an excellent example of this. Such sports fields are recommended to occur outside of neighbourhoods and ideally within proximity to and in conjunction with; major attractions, camping areas, and tourist support areas.

#### **Goal 4: Greater connectivity in the open space system**

Fort Saskatchewan's river valley, the emerging historic precinct, the Northwest Mounted Police Fort Site, the Dow Centennial Centre, Fort Centre Park, the future Civic Square, the many existing and the many great parks that will unfold over the next twenty years all set a template for the enhancement and development of well landscaped and properly designed multi-way path systems that will connect destinations, encourage physical activity, provide interpretation and evolve as a social outlet for all residents.

While a well-developed system is partially in place, the Plan recommends the formation of important pathway connectors, safe access across roadway barriers to connect new growth areas, connections to systems in neighbouring jurisdictions and higher standards for pathway corridors. This includes increased landscaping, well positioning pathway service nodes, pedestrian signage and, in some areas, interpretive signage.

#### **Goal 5: Flexibility to adapt to future trends in participation**

Over the next twenty year period, there is an expectation that society will embrace a greater desire and appreciation to connect with nature, new modes of personal transport such as the "Segway Personal Transporter " will show up on pathways and use of roller blades will increase. A minor baby boom will result in more parents jogging and walking with infant transporters and Fort Saskatchewan's senior adults will be greater in number, healthier and more mobile than today's seniors. Neighbourhoods and their associated park spaces will also undergo lifecycle changes. Older neighbourhoods will be renewed with younger families and today's new neighbourhoods will grow older.

The Plan responds in many ways by encouraging minimum standard right-of-ways for major pathways, encourages planners to invest in designing neighborhoods with reserve lands in excess of 10% of developed areas and; finally, the Plan encourages a "close to nature" approach to open spaces development. The ability to retrofit parks for predominant local needs must be taken into account.

**Goal 6: Coordinate and develop regional open space systems**

The “City on the River” theme opens the door for a multitude of leisure opportunities for City residents and the Plan recommends a major focus in not only better connecting neighborhoods with the river valley, but implementing the Capital River Valley Plan of the River Valley Alliance (RVA), a partnership of seven municipalities (including Fort Saskatchewan) located along the river from Devon to Fort Saskatchewan.

The RVA plan characterizes the City as a major park node themed in history (Valley Heritage) and emphasizing the development of: Fort Centre Park along the south bank, Turner Park and Red Coat Landing that form part of the City’s west boundary, Fort Saskatchewan Prairie (ecological area), a wetlands conservation area, the Dow ball field complex and potential for golf course and campground development. Along the north shore, across from the City in Sturgeon County lie Victoria Heritage Trail, Fort Augustus, Edmonton House and the historic Lamoureaux Settlement

Pathways, which connect to regional resources in neighbouring municipalities, are also important to consider over the next twenty years as planned regional resources like an Equestrian Centre and “Green Acres” Interpretive Centre also being considered in Strathcona County.

Further to this, the Provincial Government along with the municipality within the Edmonton Capital Region, have embarked on a cooperative Regional Growth Plan which, when complete, will outline regional cost sharing opportunities for major regional facilities that serve common markets.

**Goal 7: Breathe life into the City’s rich history**

“Fort Saskatchewan” – the name alone hints of a historic beginning that dates back to central Alberta’s early settlement and, while some older residents cherish and embrace the memories of early settlement, such memories, stories and important chronicles will be lost without efforts to preserve and interpret the important role of the community as central Alberta’s first settlement area.

The Plan identifies and encourages the completion of both Fort Centre Park and the Historic Precinct as planned resources and opportunities to re-build the past. It also recommends a focused effort to interpret community history through designating historical walks, incorporating information plaques and / or statues in older settlement areas and re-building history as a major tourism product for economic development and community pride.

## **Recreation and Culture Facility Goals**

Over the past ten-year period, the City has invested well over \$30 M in capital to catch up to indoor culture and recreation facility supply deficits of the latter 1900's. In fact, when compared to similar sized municipalities, Fort Saskatchewan exceeds supply ratios for indoor ice arenas, social banquet spaces, program rooms, arts and crafts studios, theatre performance spaces and active use spaces for combatives, indoor field's sports and court sports.

Although access to many recreation and culture opportunities are currently provided in balance with desired programs, population growth will begin to create a new cycle of demands by, and for, the City's residents, in particular, those demands associated with improved availability to book indoor regulation ice arenas at desirable times, access to leisure aquatics, fitness / wellness outlets and gymnasium spaces, including gymnastics.

Organized groups, who utilize some of the older public leisure facilities, have expressed the need to improve, expand or enhance program spaces such as arena dressing rooms, expanded spectator seating and more storage. Most of these well-established groups suggest that the upgrade of existing facilities should take precedent over new development.

### **Goal 8: Optimize use and enhancement of built infrastructure prior to investing in new development**

The Plan recommends that investment to sustain the ongoing and enjoyable use of existing facilities become a major focus for the first five-year phase of the Plan. Facility assessments undertaken conclude that much of the built infrastructure for leisure activity can continue as worthwhile resources should capital upgrades be considered. The Jubilee Recreation Centre (JRC Arena), the Sportsplex Arena, and the Harbour Pool are major facilities that can supply ice and aquatic needs for at least the next twenty years. Use and programming of these facilities can be enhanced with upgrades and, in fact, will remain as essential components of Fort Saskatchewan's leisure facility inventory, since the capital costs of wholesale replacement will limit opportunities to build additional new complexes to meet expanding markets.

### **Goal 9: Ensure that locations and ample lands are identified, put in place and reserved for the development of future leisure facilities.**

The Plan recommends that future major facility needs be met with facilities located at two major zones within the City:

- a) On lands surrounding the Dow Centennial Centre, either through expansion of the Centre or developed on the same site as the Centre,
- b) At the existing Jubilee Park—which is the current location of the JRC Arena—the Curling Club, Harbour Pool, the Legion, the Boys and Girls Club, the Outdoor Skate Park and a number of sports fields.

These sites represent an excellent balance for residents relative to convenient and safe access, there are ample lands to support expansion and / or future replacement and they are both well known community destinations.

#### **Goal 10: Complete market assessment and feasibility planning for all new facilities including the component expansion of the Dow Centennial Centre**

The Plan responds to public demand, leisure trends and population growth by forecasting the need for increased leisure aquatics, indoor ice, fitness / wellness and indoor field house services over the next ten to fifteen year period.

The strategic planning and funds resourcing for this expansion should commence within the next five years with planned development to occur at a point in time when the City population is between 20,000 and 25,000 residents (projected between 2012 and 2017 – see Population Projection Series – Population Research Lab, 2008).

The feasibility planning should outline the market viability of a major indoor aquatics centre including associated strategies for the use of Harbour Pool, a major indoor ice arena, expanded fitness / wellness amenities, expanding child play area, additional indoor field house (with capacity for gymnasium sports and gymnastics).

#### **Goal 11: Invest in new recreation and culture infrastructure systematically to ensure sustainable operations.**

While needs for expanded indoor facilities have been expressed and will prevail with expanded population growth, the City must ensure that public funds are available to capitalize and operate new infrastructure on a sustained basis without compromising public service needs in other areas.

The Plan outlines the potential cost of both capital and operations on a number of predicted facility needs and, in doing so, recognizes that building and operating facilities requires a sufficient sized market of users to produce sustained viability.



In this regard, all future public recreation and culture facilities must be proven viable prior to investment through the use of:

- a) feasibility planning triggers
- b) measured feasibility / operational viability
- c) availability of resource funding

The Plan provides the systematic process and potential resource funding requirements on a five, ten, fifteen and twenty year basis.

#### **Goal 12: Invest in infrastructure that responds to majority market needs**

Since the 1950s, municipalities including Fort Saskatchewan have invested resources for the most part, in supporting the programs and services of volunteer organizations such as: arts and crafts, minor hockey, figure skating and curling. Today's indoor infrastructure is, for the most part, a reflection of meeting the program needs of organized user groups and the cost of this infrastructure to build and operate consumes close to 70% of allocated recreation and culture funding. While minor sports and culture programming remain vital to the community, non-programmed spontaneous access opportunities are appealing to a broader public audience than programmed endeavors. This is evident through household survey responses wherein trails, playgrounds, parks, fitness centres and both indoor and outdoor aquatics opportunities are amongst the most desired public spending priorities.

A primary plan goal for the future is to ensure that opportunities that can be accessed and enjoyed on a spontaneous basis are expanded and provided through all indoor facilities as well as the outdoor spaces that surround them.

#### **Goal 13: Invest in "Green" building design**

For existing facility retrofits and new facility design, the Plan recommends that all designs explore and include building technology that conserves energy and creates minimal environmental footprints.

#### **Goal 14: Invest in multi-purpose facilities as a priority over single or dedicated use facilities.**

Well-designed leisure facilities, and spaces within, are those which are busy all day. They are designed with program spaces which can support one activity in the daytime and another in the evening. They

are also facilities which can be readily retrofitted for changing events as they occur. Indoor ice arenas and field houses, if properly designed, can support a multitude of activities from badminton to soccer, from hockey to volleyball, from sports to culture and from community leisure programs to Citywide festivals.

Multiple use spaces are more viable to operate because they support a broader spectrum of program needs at half the cost to operate. As such, they are worthy projects for public expenditure and often can be self-supporting in operations.

The plan recommends that new facility projects be designed to optimize daytime and year round use.

### *Service Delivery Goals*

The City's Recreation, Culture and Parks Master Plan prescribes change to the way leisure service delivery and infrastructure developments are funded. It provides a far greater focus upon sound economics, the principals of sustainability and creative partnerships both between City departments and between the City and the many volunteer groups and agencies that provide leisure services in the community.

Today, Fort Saskatchewan is a community with a stronger than average assessment base resulting from the petro-chemical industry and a strong commercial core. This balance for public tax assessment resulting in approximately 50% from Industrial Commercial and 50% residential has afforded services in recreation, culture and parks to be funded through City budgets at higher levels than that found in other communities of similar size. Expenditures for Recreation, Parks and open Space make up close to 29% of all municipal expenditures, a level much higher than the average for comparable sizes Cities where expenditures fall close to 20%. It has meant that user fees for services are low, not-for-profit service providers are well subsidized and the ability to capitalize new parks and leisure facilities with local taxes is achievable.

However, these advantages may not last. Residential growth, from which tax assessment is lower than Industrial Commercial, is slated to grow at far greater rates than commercial and industrial assessment and public service costs for residential areas is far greater than for Industrial Commercial areas. This tip in balance will mean that the support funding for leisure programs and facilities, will likely drop as a percentage of municipal spending resulting in the need to expand cost recovery in existing facilities and secure new innovative sources of funding for new facilities.

Positioning and planning for efficiency in operations, effective and functional design of new infrastructure and greater involvement of users in funding infrastructure serve as the focus of the following service delivery goals.

**Goal 15: Provide a declaration of how the City will fund leisure infrastructure**

While the City has accepted the provision of parks, open space and public leisure facility as a responsibility of local government, the Plan recommends that the development industry, the public and public user groups understand the level of commitment by the City in funding and subsidizing services; i.e.:

- a) Developers construct neighbourhood parks and the City maintains.
- b) The City will participate in the funding of Citywide parks and provide maintenance when funds permit.
- c) The City will only fund a portion of the capital costs of minor sports and culture facilities if they are proven to be viable. The remaining costs must be resourced from alternate funding sources like grants, sponsorships, and fundraising. Note: The City will determine the amount of capital support on a project-by-project basis. Projects which are designed to be used and accessible by the greatest number of residents will always take priority over those that cater to the needs of dedicated program groups.
- d) The City will, where possible, help subsidize not-for-profit groups for the operations of culture and recreation facilities that are made available to the broad public.

**Goal 16: The City will conduct, or ensure the completion of market assessments / feasibility analysis and business plans prior to making decisions to fund any public or public not-for-profit Culture or Recreation facilities.**

Past Practice of providing public funds for many community projects that are operated by volunteer societies has created an ongoing dependency by operating groups for operational funding assistance.

By undertaking sound market research and preparing business plans for all projects, the allocation of public funding towards projects that are operationally self-sustaining is more justifiable. It also allows the City to make more informed decisions regarding spending priorities.

**Goal 17: The City will develop, adopt and implement a process, protocol and acceptance criteria for Parks and Open Space when working with the development industry.**

Today and in the past, the City has worked with developers on a project-by-project basis without sufficient park guidelines and

standards in place. The Plan outlines an approach and protocol for the City and developers to optimize quality parks, trails and natural spaces in neighbourhood area structure planning. It also addresses the Municipal Government Act Municipal reserve allocations, policies for use of environmental reserve and the taking of cash in lieu of municipal reserve in industrial subdivisions.

**Goal 18: The City will provide Park, Recreation and Culture services and facilities with greater alliances between not-for-profit groups, associations and neighbouring municipalities.**

With ever-increasing cost inflation in infrastructure, the capital resourcing for needed facilities will be restrained in years to come. The Plan recommends a more progressive move towards partnering with private, not-for-profit, other governments and agency sectors through a template that calls for expanded responsibility across sectors and the community.

## 2. Context for the Plan

### A Changing Fort Saskatchewan

Since the last culture and facility planning was undertaken in the later 90's, Fort Saskatchewan has undergone change in five ways:

1. Changes in population and the expectation of continued growth at levels not experienced in the past;
2. Recreation preferences have changed;
3. Urban expansion has begun to occur south and west across highways number 21 and 15, creating a whole new dimension in planning for connectivity and Parks, Culture and Recreation services.
4. Values of society have become more focused upon wellness both individual health and environmental health.
5. Municipalities in Alberta, with the encouragement and funding from the Provincial Government, the Alberta Urban Municipalities Association and the Association of Alberta Municipal Districts and Counties; are undertaking Municipal Sustainability Plans in conjunction with legislated Municipal Development Plans.

### *Population Trends*

Fort Saskatchewan's population has grown by 23% (13,109 in 1998 to 16,146 in 2007) in the last decade and economically induced population increase resulting from oil industry expansion within the Heartland region will most likely result in a doubling of the population over the next 20 years. This trend will result in 12 years of annual growth at levels beyond 5% per year, up to 2019 and 2% per year thereafter under medium growth scenarios. This places some 850 new residents per year for at least the next decade, or over 10,000 new residents spanning a 10 to 12 year planning and development period for Parks, Recreation, and Cultural facilities.

Growth will create increased participation in, and greater demand to access existing facilities coupled with the need to increase capacity with additional indoor and outdoor resources.

Chapters 4 & 5 provide the expected quantity of resources and costs to meet the standards of supply prescribed within this Plan.

There are also demographic changes that will impact the type of services and facilities requested.

- A greater number of middle aged and senior adults will seek outlets that keep them healthy and involved (low impact sports, fitness centres, walking trails, golf, social and cultural activities).
- The population of children and youth as a percentage of the population will decrease (currently 27% of the community is under 20 years of age) and the related demands for minor sports and their related facilities will begin to lessen by 2020.
- The new work force will likely be more multi-cultural and seek activities of their homeland like cricket and team handball.
- There will also be shift workers in industry implying that the need to access facilities and services at all hours will be in greater demand.

### *Recreation Preferences have Changed*

Trends in recreation (see section 4.0) are showing some interesting shifts:

- From team sport activities to individual pursuits.
- Growing participation in community events and festivals.
- A growing interest in heritage and culture.
- A growing interest to be closer to nature, nature photography and bird watching.
- A wellness phenomenon has taken hold and individuals of all ages are seeking fitness and wellness outlets.
- People are walking and cycling more than in the past.
- The “back to nature phenomenon” has people turning back to gardening.
- Television, video and high tech recreation outlets which have been embraced by youth are predicted to continue but a far greater concern to have children experience more spontaneous play in the out-of-doors and in nature is sweeping North America.
- An aging society with greater health and mobility will fuel the personal segway (personal two wheel transportation device) market.

The ways we plan must be sensitive to Fort Saskatchewan in the year 2026. This will challenge designers of our public parks, trails, culture and recreation facilities to plan with multi-use and flexibility in mind.

## *Urban Expansion*

The City lies on the southern tip of Industrial Heartland; an area incorporating some 330 square kilometers. As of April 2004, the proposed investment for the Industrial Heartland region was slated to be over 90 Billion dollars over the next 12 years. And, according to Price Waterhouse (2005) for every hectare of industrial land development, there are six new homes built. That is over 320,000 new homes that will result from Heartland Industrial development (53.3 thousand hectares) and Fort Saskatchewan will share this growth with an expected close to 7,700 new residents.

While the City's exact share of residential development will not be known for some time, planners have completed area structure plans to accommodate new residential properties on lands south and west of highways 15 and 21 (Southfort ASP and Westpark ASP). Detailed Outline Plans, however, are not completed for new neighborhoods.

These lands, for the most part, were originally cultivated lands bearing little in the way of topographical relief, water courses or tree stands. This poses planning challenges for open space planners, challenges to ensure that natural areas are woven into design and challenges to create appropriate park corridors to connect new neighbourhoods as well as those existing north of the highway.

A major planning challenge over the next twenty years will be to ensure for safe highway pedestrian crossings.

## *Focus on Wellness and Green Infrastructure*

Epidemic obesity, type 2 diabetes and other chronic diseases, are all on the upswing. Amid the stresses of a complex and stressful society parks, culture and recreation infrastructure play an increasingly critical role as places to promote active living.

We are no longer confined to solely building resources for minor sports groups and building playgrounds in new neighbourhoods. We now set goals to ensure designed systems encourage use by all ages, all levels of ability at all times of the day. This effectively opens the door for spontaneous recreation, not only for active physical pursuits, but also for nature appreciation, interpretation, creative arts and social integration.

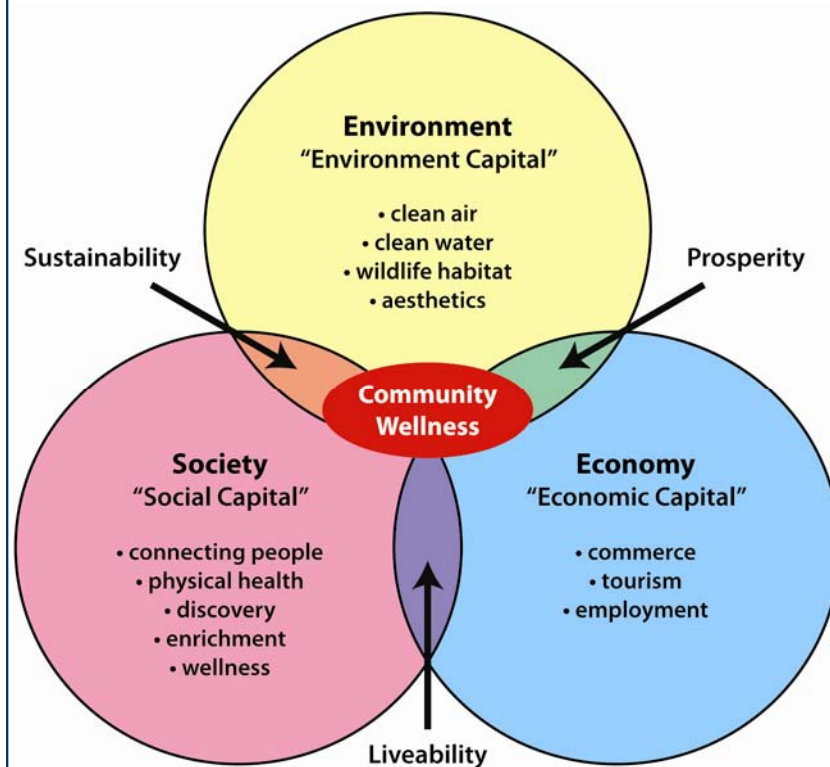
"The Last Child in the Woods", a book written by Richard Louv, reveals that children today are not playing outside as much as they used to, not even in the back yard or in the neighbourhood park. This has profound implications for the mental, physical and spiritual health of future generations and for the health of the natural world. Currently a new campaign – The Children and Nature Network – has swept North America. In the United States alone, three states have passed legislation to ensure that education and recreation providers offer greater access to nature, not only for children, but for whole families.



As Fort Saskatchewan's new growth areas unfold, the importance of creating spontaneous access to indoor and outdoor opportunities for physical activity, creative mental activities, natural or semi-natural areas in neighbourhoods and safe pedestrian connections to parks and facilities will be paramount.

## Community Sustainability

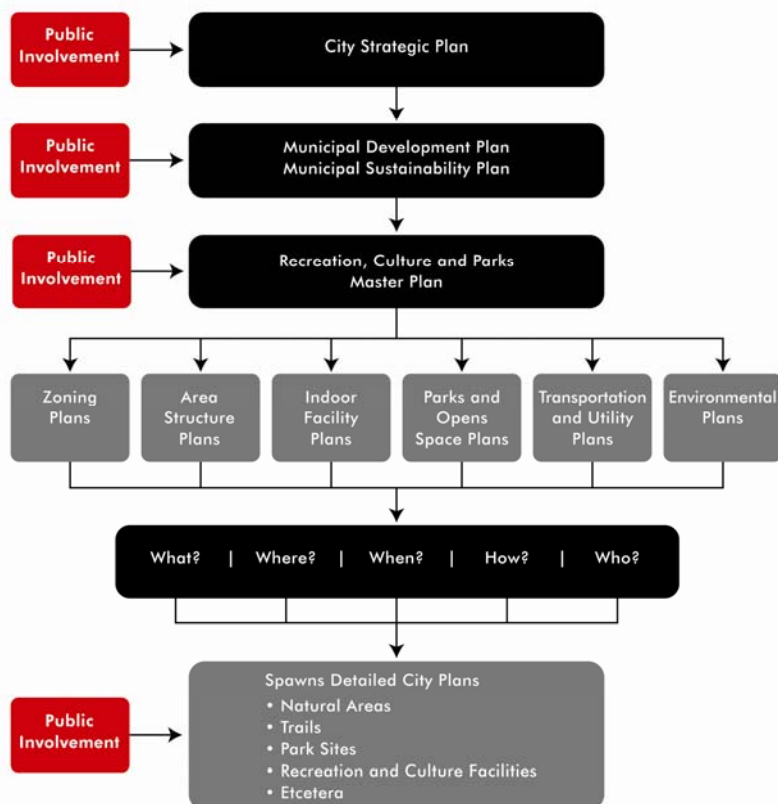
This Master Plan is a critical component of the community's broader planning. In this regard the Fort Saskatchewan Municipal Development Plan and Municipal Sustainability Plans (MDP / MSP) are underway and once complete will provide a comprehensive template for land use planning and policy over the next twenty year growth period. Central to this planning exercise, to which the Recreation, Culture and Parks Master Plan is linked, is the need for the municipality to be well – to sustain a high level of quality lifestyle through the wise allocation of its resources and the benefits accrued through a process of building and maintaining environmental, social and economic capital.



The Master Plan as well as the MDP / MSP are strategic planning tools. As such, they provide guidance, based upon the values and visions set by the community and the principles of sustainability. As a complimentary planning document, the Master Plan responds to a wide array of predictions about the next twenty years and lay out a course of action in:

1. Best allocating lands for Parks and Open Space;
2. Renewing existing leisure resources;
3. Developing key indoor recreation and culture facilities that will be required;
4. Assembling the resources necessary to meet these requirements;
5. Phasing investment to ensure that new parks and facilities are developed in line with growth and affordability, and;
6. Ensuring that what is built can be maintained in the context of ongoing resource management.

The plan does not provide detail designs and nor should it. The many initiatives that this Plan will spawn over the next twenty years will require detailed plans, community engagement in developing and confirming such plans and an ongoing commitment of stakeholders for each initiative identified. As such, the implementation of the Plan involves all departments of the City working hand in hand with community residents, user groups, the development industry, other civic institutions and the business community.



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The Planning and Engineering Services Department:

- Will consult this Master Plan when working with developers to ensure that: Area Structure Plans (ASP's) and Outline Plans are designed to allocate sufficient parks & open space lands, environmental reserve, provide open space connections & trails and to ensure that minimum standards of design and development are adhered to.
- Will consult this Master Plan when developing transportation and utility systems and services.

The Public Works Department:

- Will consult this Master Plan to prepare annual budgets for parks, trails and facility maintenance.
- Will consult this Master Plan when developing maintenance programs and allocating staff resources.
- Will consult this Master Plan when collaborating with other departments in optimizing designs and developments that are energy efficient and low maintenance.

The Corporate Services Department:

- Will consult this Master Plan when developing annual and long term budget priorities for the community.
- Will consult this Master Plan when setting policy.
- Will ensure that this Master Plan is used and implemented collectively by all departments when planning projects engaging the public and setting departmental business plans.
- Will consult this Master Plan when working with and negotiating regional level projects and working relationships.

The Development Industry:

- Will consult this Master Plan in preparing Area Structure Plans and Outline Plans and in allocating associated parks and open space systems.
- Will consult this Master Plan in negotiating development agreements.
- Will consult this Master Plan when holding public open houses on development matters.

Institutions, Agencies and Business:

- Will consult this Master Plan to prepare future business strategies and plans of their own.

The Public:

- Will consult this Master Plan to become informed and will play a part in updating the Plan accordingly.

### 3. Planning Guidelines/Tools for Parks & Open Space

Fort Saskatchewan parks, trails and open spaces are recognized by the residents as an integral part of their quality of life. There is a full range of open space opportunities from neighbourhood parks and playgrounds to sports fields a network of trails and the regionally significant North Saskatchewan River Valley. The City's open space system has been assessed and recommendations have been developed for the continued management of the system. The basis for the recommendations include the City's inventory of existing parks and green space, community input from the consultation process, trends analysis as well as a review of the City's Municipal Development Plan (MDP): 1999 - 2010, the 2020 Vision – 2005 – 2007 Strategic Plan, the River's Edge Recreation Area Development Master Plan and several supporting policy documents and position papers.

Within this section the following policy areas have been addressed:

- Open Space Criteria and Guidelines
- General Open Space Classification
- Open Space Dedication
- Trail System and Linear Greenspace

#### Open Space Criteria and Guidelines

As recognized in the MDP it is important to establish an open space classification system that encourages a broad range of park types, facility combinations and opportunities to meet the varied needs of the community and achieve environmental sustainability. Typically this classification will define the park/open space type its size, a description of the facilities and uses it supports, its service area and any locational criteria important to its placement in the system. Once established this classification system will guide not only the municipality but those wishing to develop within the municipality.

Fort Saskatchewan's MDP guides the decisions relating to future land use planning and establishes guidelines for neighbourhood community and regional parks. It is recommended that these classifications be broadened to include recognition of a more comprehensive description of open space, criteria and guidelines used to establish it and finally a new typology of General Open Space Classification.

#### Criteria

The provision of criteria and guidelines form the basic building blocks from which an open space policy may be formulated for Fort Saskatchewan. It

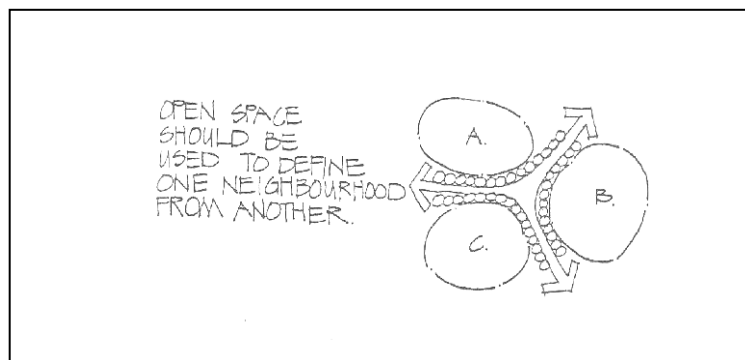
attempts to identify the concept of image and city structure, open space quality and accessibility, user demands of open space, landscape preservation and maintenance considerations. As well as a basis for new guidelines they also act as an effective analysis of the existing open space system.

Open space should recognize those elements of an overall system that require flexibility and those which require performance.

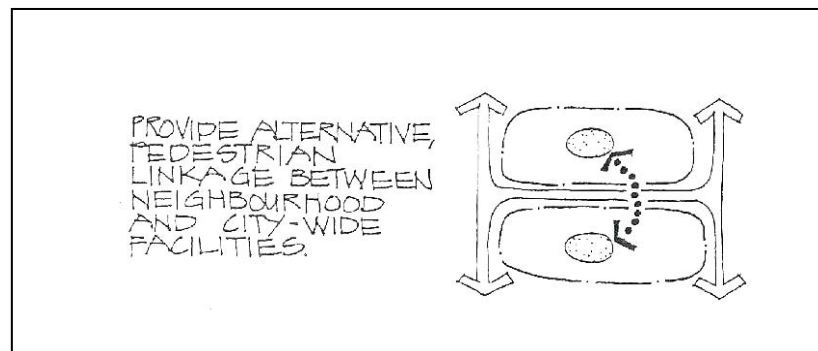
Certain city features or spaces might remain as permanent landmarks for many past and future generations while other portions of the system may change as the citizens interest who use it, may change also. The change in recreation facilities offered in a neighborhood's lifetime provides an example of this flexible attitude.

Open space should be used to define the structure of Fort Saskatchewan by creating points of entry or arrival to the City, preserving views to major structures or points of interest such that an individual has a sense of position in the city.

Open space should be used to define one neighbourhood from another. Roadways, walkway, natural features, a park or right-of-way all help to define individual neighbourhood boundaries helps give an individual a personal image of his city and the neighbourhood he belongs to.



Open space should provide alternative forms of pedestrian linkage between neighbourhoods' and city wide facilities.



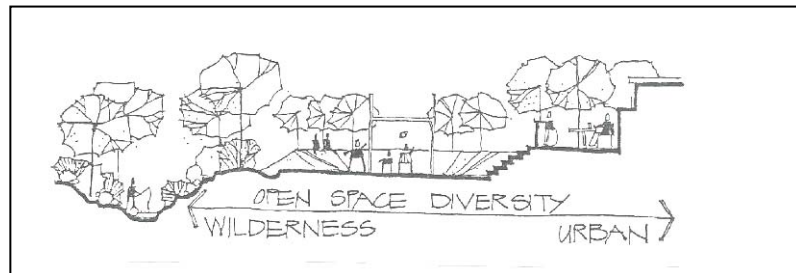
By linking elements of the city together on a pedestrian level of experience, a much different more personal image of the city is created. This image is very different from that perceived while driving in an automobile.

### Open Space Quality and Accessibility

The perception of quality in open space demands primarily on the visual image presented. The quality of experience needs to be defined in terms of criteria.

Open space should offer different physical and visual environments. If all the parks and facilities appear the same, then the variety of experience offered is the same and the quality of the space is reduced.

To provide the desired variety in open space environments each park space should offer a different intensity and density of use both within that park and from one park to another. This range of image should be viewed from a hard urban image to wilderness.

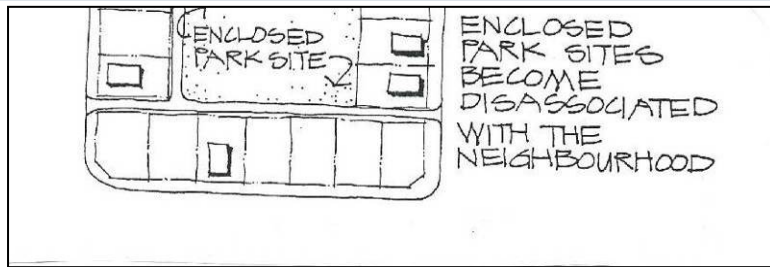


A park should offer the individual an opportunity to explore, challenge and use his environment. A diversity of use, as seen in Marion Rogers Park and Turner Park, establishes the park as more of an attraction.

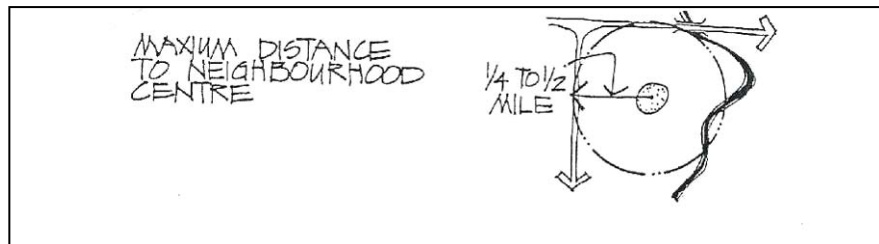
A park edge should relate directly to the neighbourhood it serves and combine with other community facilities (Church, stores, etc.) to provide a greater sense of community. An example of this occurring is Legacy Park which relates to adjacent residential and commercial areas.

Enclosed parks become disassociated with the neighbourhood. Steele Park and Diamond Park are example of this occurring in the City of Fort Saskatchewan. The lack of street frontage in these parks can adversely affect the safety and perceived safety of park users due to lack of visibility into the space passersby.





The maximum walking distance, or service radius, from the neighborhood school/park site or multi-use trail access should be  $\frac{1}{4}$  to  $\frac{1}{2}$  mile (.4 to .8 km, 3 – 6 blocks). At this distance and an average walking speed of 3 to 5 kms per hour the walk would take 5 to 7  $\frac{1}{2}$  minutes. Elks Park is accessible to the Fort Saskatchewan residents it serves by having a walking distance of less than half a kilometre.



In planning the location of a park site, it should be recognized that in addition to distance, the accessibility of a particular site is related directly to the age of user, the directness of a route to the site, and most importantly the desire to use a site. All park sites should be accessible to the people with disabilities. By accommodating people with disabilities, the needs of people pushing strollers are also better met.

### User Demand

With respect to the general desire of community standards, the following criteria address open space, facilities and the user.

Open space facilities should be designed to accommodate ALL users regardless of age, sex or ethnic background. Consideration of the facility's location with respect to the user's desire to travel to it will change with the recreation opportunities available at the facility. Each facility attracts people from a certain distance away from park site. Generally, a neighborhood level park should have facilities which only attract people from the neighborhood.

## Landscape Preservation

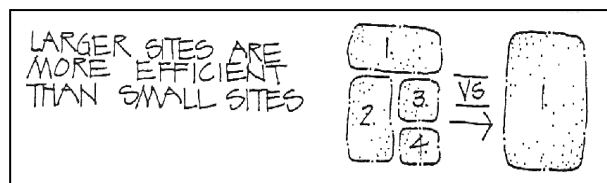
Open space should be used for preserving unique natural landscape and historical and archeological sites. Such space should be managed for its unique qualities only and not used for other activities.

Open space should be used for the protection of functional landscapes such as temporary storage for storm water runoff. The ability of open space to buffer noise, screen unwanted views and preserve desirable views should be recognized.

## Maintenance

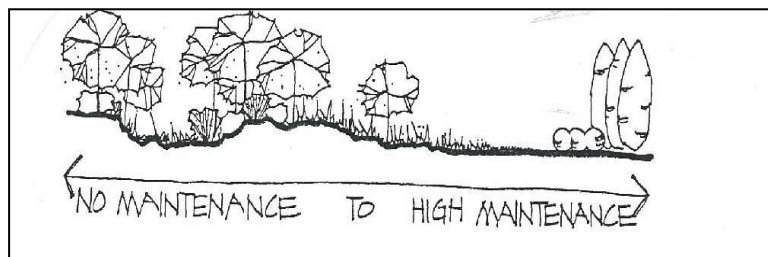
The following general criteria are recommended in light of economic, maintenance and development considerations. The open space standards developed must realistically reflect the city's economic ability to support them.

In general, larger sites are recommended as being more efficient in terms of overall development and maintenance costs than separate smaller sites.



This attitude will benefit the landowner as well as the city. The landowner will have a larger more variable piece of property and the city will have reduced maintenance costs.

Maintenance standards, in addition to general development standard should be established for a range of conditions from highly manicured space to totally natural conditions.



The concept of space with no maintenance to open space with daily maintenance requirements must be recognized.

The principle of multi-use for public and semi-public lands should be applied to standards as a means of reducing site acquisition, development and maintenance costs by having open spaces serve more than one function.

## Guidelines for Open Space

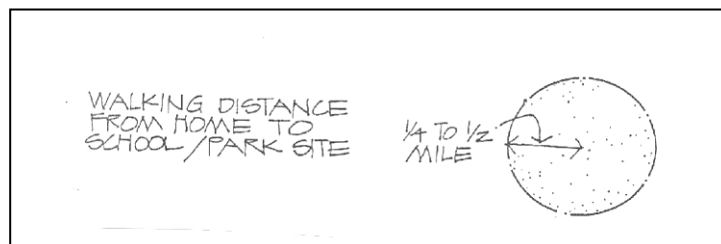
This section and the accompanying General Open Space Classification identifies the recommended physical open space and related facility standards in Fort Saskatchewan. These guidelines have evolved both from a comparative analysis review and more importantly, from the actual community profile from the city. The guidelines encompass the whole range of open space development including neighborhood through to regional level open space.

It should be noted that these guidelines reflect an ideal situation. Given the existing open space system within the city, the ability to match the guidelines in some neighborhoods may be economically impossible to attain. In addition, the specifics of the guidelines logically tend to be more landscape oriented at the city-wide level and more people oriented at the neighborhood level.

The guidelines presented here attempt to provide an objective method of evaluating open space. As in any standard or guideline, good judgment is often required in interpreting them.

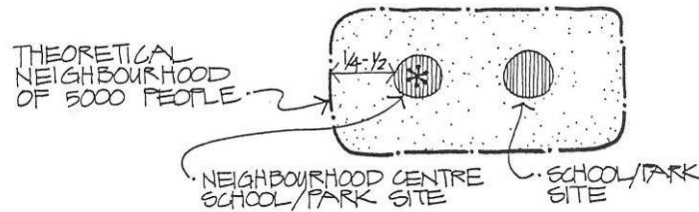
### Basic Site Accessibility Criteria

The traditional guideline of a .4 - .8 km service radius for an elementary school-park site is recommended for developments with a gross density of approximately 30 people per hectare. Within this service radius the street layout should afford easy and relatively direct pedestrian access to the school-park site. No major traffic arteries or physical barriers should impede this safe, direct route.



### A Theoretical Neighborhood

A theoretical Neighborhood for the City of Fort Saskatchewan is defined as residential areas containing approximately 5,000 people focusing on two elementary schools and a neighborhood centre. Both school-park sites are built in accordance with joint-use agreements.



Within the defined neighborhoods of Fort Saskatchewan, a range of density and neighborhood sizes appear. To address the specific nature of these neighborhoods, while maintaining an acceptable standard that applies to all of them, a range of size is given. A maximum and minimum guideline can be adjusted accordingly for each separate neighborhood and its existing and future needs.

### Site Efficiency Standards

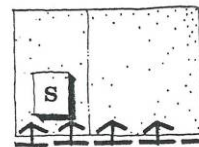
*It is recommended that* all dedicated or acquired open space for neighborhood sites be of such dimensions as are necessary to satisfy the theoretical site programs for such sites. Where more than the recommended acreage is identified in neighborhood plan, the additional acres shall be dedicated to the city but shall not constitute part of the basic open space dedication requirement.

In many instances a proposed site for a neighborhood centre, school-park site may contain the recommended size standard. However, due to site size and shape it is impossible to realize the program. As such, the proposed site fails to accomplish the desired objectives.

### Site Visibility, Access and Frontage

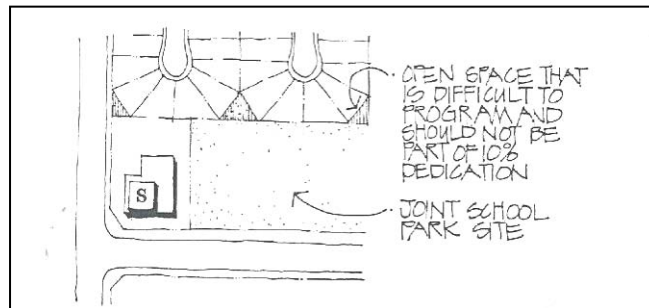
*It is recommended that* all neighborhood parks have a minimum street frontage of not less than 40 - 50 percent of the total site perimeter. Less site visibility discourages site use except for those activities that are programmed.

PROVIDE A MINIMUM  
40-50% STREET FRONTAGE  
INCLUDING SCHOOL  
SITE

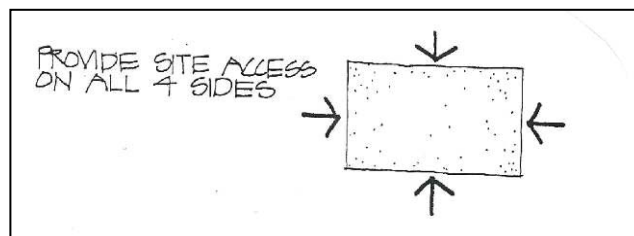


*It is recommended that* all neighborhood park sites be accessible on all four sides. Direct access to the site is required at the ends of all cul-de-sacs and

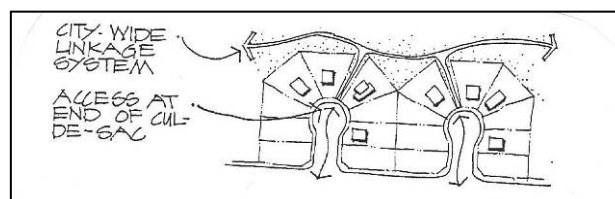
bays backing on to the park and along all residential streets flanking the park. When an individual lives near a park site, but must walk an inordinately long way to reach the site, site use is restricted unless access is provided.



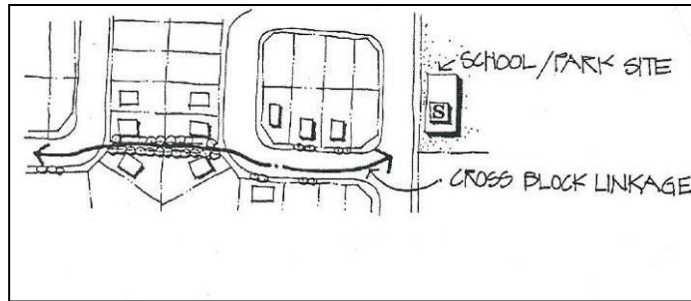
*It is recommended* that direct access be provided to all Trail systems at the ends of all cul-de-sacs and bays backing on to the trail system. Generally, the larger the number of access points to a trail system the more effective the system will be.



Where street layouts may limit relatively direct access from home to park-school site within a neighborhood, *it is recommended that* a cross block access be provided to alleviate this potential access problem, if streets layouts cannot be revised.



*It is recommended that* the land associated with access points to sites and linkage systems, and with general neighborhood pedestrian circulation, should be dedicated to the City but should not be considered to constitute part of the basic reserve dedication requirement. These access points and linkage may be provided without altering the number of residential lots that may be realized in a development. Utility easements, circulation dedication and public utility lots should be used for access and linkages to park sites.

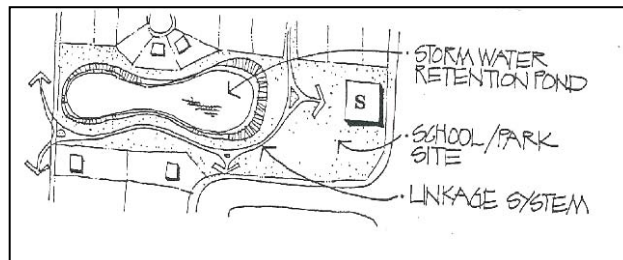


*It is recommended that* the street layout in a neighborhood insure direct, readily identifiable access between park, park-school and such other open spaces as may be required in the neighborhood.

### Site Location Criteria

In addition to being readily accessible, centrally located and highly visible, each neighborhood site should relate to the larger parks and recreation open space system and to the landscapes and linkages that structure that system.

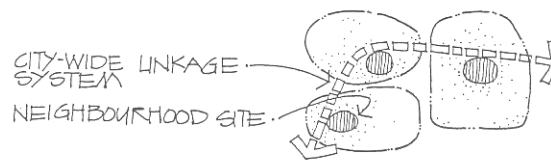
*It is recommended that*, whenever possible, new neighborhood sites ideally should be located adjacent to and incorporated with the development of storm retention ponds allows for a greater variety of activities to be developed, provides a setting for more pleasant park-like development, and reduces the sense to site confinement by extending on-site views into the adjacent landscape.



*It is recommended that*, whenever possible, all neighbourhood sites should be linked to a city-wide Multi-Use Trail Systems. The location of park sites, or activity nodes, along a trail system increase the viability of both the linkage system and the activity node.

### Standards for Industrial Areas

It has been noted that no standards exist for the provision of recreation open space in industrial areas. Further, there is no apparent demand or trend within



Canadian industrial developments that might suggest that such standards are necessary. Time for participation in recreation activities in the work place is too limited. As such the emphasis within industrial areas should be on linkage system and not necessarily additional park space. However, industrial areas with storm water retention ponds may provide for some recreational areas or as potential sites for active sports facilities (e.g. soccer and ball).

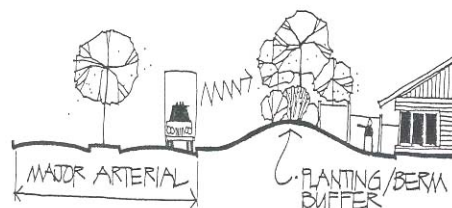
*It is recommended that* access to industrial areas be met in part through an expanded open space linkage system.

### *Other Neighbourhood Open Space Standards*

It has been noted that the standards for basic neighborhood and community level open space may be obtained through the effective distribution of the 10 percent open space dedication requirement. In addition to these space requirements, other open space objectives may be desired in a particular neighborhood. Such objectives include buffering, landscape preservation, and the preservation of open space associated with storm retention ponds.

### **Buffering**

*It is recommended that* residential areas be buffered from areas of noise and unsightly views. Such areas would include major transportation routes at interchanges, major railway corridors, industrial zones and commercial zones. Buffers should be provided as part of the circulation dedication within a subdivision and not the MR or ER reserve dedication.





## Landscape Preservation

Outside of the rivers and streams, woodlots comprise the major natural landscape resource of the region. Such woodlots are difficult to preserve within the basic standards for neighborhood sites given the needs and pressure for development. Regardless, preservation is important for visual relief, landscape diversity in an urban environment, outdoor education, and the reinforcement of landscape values within an urban society.

*It is recommended that*, as a general standard, woodlots over one hectare size in residential areas be preserved where practical. Priorities for woodlot preservation should be based on preference for woodlots of larger sizes, woodlots that may be related to neighborhood, community and linkage open space, woodlots that have a higher level of productivity and woodlots that, by their location, any be protected from excessive use or abuse. An area of one hectare is considered as rule of thumb, minimum for a self-contained ecosystem. Preservation of trees should not be limited to woodlots. Generally, there should be an attempt to retain as many trees as possible when developing land and siting buildings.

*It is recommended that* development adjacent to the waterbodies/courses be restricted. Environmental reserve should be designated as required by the Municipal Government Act. An additional setback of 50 metres should be required from the 1:100 year flood line (unless a discernable top of bank exists beyond this) to provide an environmental buffer and recreation corridor. The balance of the 50m should be taken as ER, MR and/or conservation easement. Development should not alter the natural drainage patterns or significantly increase runoff. Construction practices should minimize erosion and sedimentation in stormwater runoff.

A buffer of at least 15 metres should also be required around all wetlands to protect the wetland from the effects of nearby developments. In the case of wetlands, the buffer should remain as an unmowed and naturally vegetated area adjacent to a wetland. Vegetation corridors, where possible, should connect significant natural environment so that wildlife can move safely from one habitat to another. The need to protect wetland is evident in the Industrial Heartland.

Whenever appropriate, development should occur on sites or portions of sites that are not environmentally sensitive. In cases where it is impracticable to maintain natural features, *it is recommended that* the developer compensate by replanting or restoring a similar area nearby.

Sensitive landscapes ought to be protected from undesirable users. For example, to protect the interpretive forest from ATV damage, the City should examine the use of ATV control barriers and signage stating permitted uses of the site.

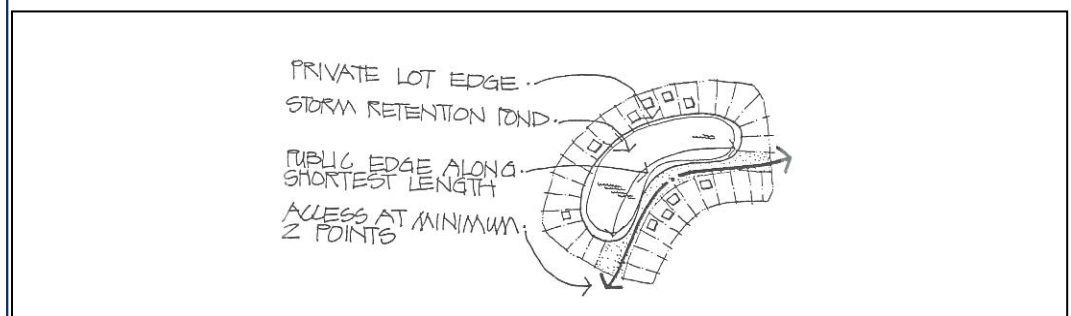
*It is recommended that* the City conducts an inventory of its natural areas. This could to identify what habitats should be retained as well as what should be

acquired as part of the future open spaces system. The establishment a land use district for the preservation of natural areas should also be contemplated.

### Storm Retention Ponds

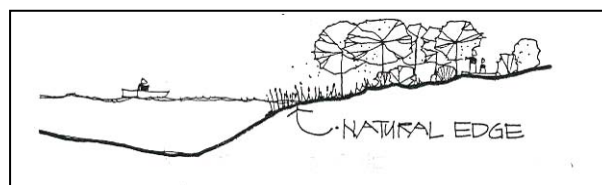
As noted previously, storm retention ponds offer the potential for creating a varied and dynamic landscape open space system in an other wise flat landscape.

***It is recommended that*** in residential areas, a minimum of 40 percent of the pond perimeter be retained for public use. In addition public access to be provided to the edge at both ends of the pond or at not less than two points.



***It is recommended that***, where possible in terms of storm water design efficiency, storm retention ponds in residential areas be located, in order of priority, adjacent to centrally located neighborhood school and park sites, areas of natural landscapes to be preserved, trail systems, and at entrances to neighborhoods. The objective is one of not hiding the storm retention pond but of maximizing its visual impact and recreational impact in the neighborhood or community.

***It is recommended that***, where possible and appropriate, storm retention ponds be treated as creations of a new natural landscape and constructed with a natural un-maintained landscape edge constructed wetlands. An un-maintained edge developed in a natural landscape image provides landscape diversity, attracts birds, may be visually interesting and is substantially less costly to maintain.



***It is recommended that***, where a developer may wish to dedicate more than the standard for storm retention pond open space, the city may accept such open space providing that it is readily accessible to the general public, developed by the developer and has minimal or no additional maintenance requirements. Such additional open space shall not be part of the open space requirement. Flexibility in the amount of open space provided over and above the basic

standards is needed such that both the developer and the city have the opportunity to improve open space development relative to the particular, site specific conditions.

## General Open Space Classification

As noted previously, a number of classification system changes are recommended, reflecting the criteria and guidelines previously mentioned. A new category; Trails or Greenways has been added to recognize the City's class 1 multi-purpose trail system. Also, a new category; Natural Areas has been added to recognize the need for environmental preservation of unique or sensitive ecological features or habitat.

Regional / Special Purpose Parks now serve as the venue for multi-purpose activities or significant city/regional attractions. Community Parks will now serve as a community focus and may contain amenities such as splash pads, and playing fields and attract users from beyond the immediate service area.

| Class and Size                                | Description                                                                                                                                                                                                                                                                              | Amenities may Include                                                                                                                                                                                                                                                                                                                                                               | Service Level                                                                                                                                          | Location Criteria                                                                                                                                                                                                                                 |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Neighbourhood Parks</b><br>(0.5 – 1.0 Ha.) | <ul style="list-style-type: none"> <li>• Neighbourhood focus</li> <li>• Geared towards people aged toddler and up</li> <li>• Provides opportunities for unstructured play</li> <li>• Where feasible, linked to trail system</li> <li>• In addition to elementary school sites</li> </ul> | <ul style="list-style-type: none"> <li>• Active and passive elements</li> <li>• Open areas for informal play</li> <li>• Community gardens</li> <li>• Playgrounds</li> <li>• Trails</li> <li>• Benches and trash receptacles</li> <li>• Picnic facilities /gazeboes/shelters</li> <li>• Lighting</li> <li>• Sports / formal play areas associated with an adjacent school</li> </ul> | <ul style="list-style-type: none"> <li>• Serves 1 neighbourhood</li> <li>• 1.5 Ha./1000 population</li> <li>• Service radius of 0.5 -0.75km</li> </ul> | <ul style="list-style-type: none"> <li>• Centrally located within neighbourhood</li> <li>• Flat, well drained site</li> <li>• Attempt to locate adjacent to a school site, place of worship or significant cultural or natural feature</li> </ul> |
| <b>Community Parks</b><br>(min. 4.0 Ha.)      | <ul style="list-style-type: none"> <li>• Provide focus for active recreation (playfields for organized sports)</li> <li>• Where feasible, linked to trail system</li> </ul>                                                                                                              | <ul style="list-style-type: none"> <li>• Open areas for informal play</li> <li>• Sports fields /courts / tracks</li> <li>• Skating rinks / skateboard parks</li> <li>• Spray parks</li> <li>• Toboggan hills/structures</li> <li>• Playgrounds</li> <li>• Cross country ski / snowshoe trails</li> <li>• Off-lease Dog Area</li> <li>• Trails</li> </ul>                            | <ul style="list-style-type: none"> <li>• 2.0 Ha./1000 population</li> <li>• Service radius of 2-3 km</li> </ul>                                        | <ul style="list-style-type: none"> <li>• Centrally located between 3 or more neighbourhoods</li> <li>• Attempt to locate adjacent to a high school site or significant cultural or natural feature</li> </ul>                                     |

| Class and Size                         | Description                                                                                                                                                                                                                                                                                                                                                                             | Amenities may Include                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Service Level                                                                                                    | Location Criteria                                                                                                                                                                                                                                                         |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                        |                                                                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• Benches and trash receptacles</li> <li>• Picnic facilities /gazeboes/shelters</li> <li>• Special event venues</li> <li>• Drinking water/public washrooms</li> <li>• Lighting</li> <li>• Parking lots</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                  |                                                                                                                                                                                                                                                                           |
| <b>Regional / Special Purpose Park</b> | <ul style="list-style-type: none"> <li>• Age of users varies with amenities</li> <li>• Multiple activities should be able to occur simultaneously</li> <li>• May include one primary attraction with a variety of additional amenities</li> <li>• Year round amenities</li> <li>• Serves entire community and offers a specialized service</li> <li>• Linked to trail system</li> </ul> | <ul style="list-style-type: none"> <li>• Open areas for informal play</li> <li>• Community gardens</li> <li>• Multi purpose arenas</li> <li>• Swimming pools / spray parks</li> <li>• Multi field sport park /tracks</li> <li>• Skating rinks / skateboard parks</li> <li>• Cross country ski / snowshoe trails</li> <li>• Toboggan hills/structures</li> <li>• Playgrounds</li> <li>• Off-leash Dog Area</li> <li>• Specialized recreation areas / facilities (i.e. BMX, equestrian, water sports)</li> <li>• Trails</li> <li>• Picnic facilities /gazeboes/shelters</li> <li>• Special event venues</li> <li>• Drinking water/public washrooms</li> <li>• Parking lots</li> </ul> | <ul style="list-style-type: none"> <li>• 4.0 Ha./1000 population</li> <li>• Serves all city residents</li> </ul> | <ul style="list-style-type: none"> <li>• Located on a major roadway arterial or collector (not a local street)</li> <li>• Attempt to locate prior to new development or in industrial or commercial neighbourhoods to reduce conflict with adjacent residents.</li> </ul> |

Total, Base Level Open Space 4 H per 1000 population (MDP)

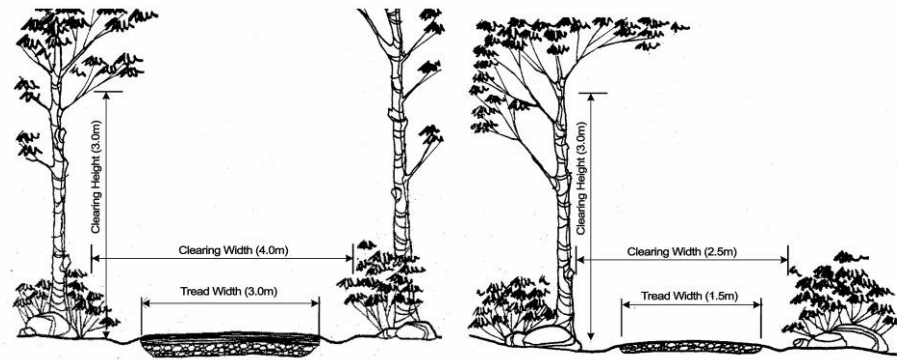
| Class and Size                                                  | Description                                                                                                                                                             | Amenities may Include                                                                                                                                                                                                                                      | Service Level                                                    | Location Criteria                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Trails or Greenways</b><br>(width as determined by function) | <ul style="list-style-type: none"> <li>Provides open space connections to and from parks, schools and subdivisions; and may also include wildlife corridors.</li> </ul> | <ul style="list-style-type: none"> <li>Trails</li> <li>Benches and trash receptacles</li> <li>Lighting</li> <li>Rest stops</li> <li>Trailhead Parking</li> <li>Signage / Maps</li> <li>Dog waste bag dispenser</li> <li>Fencing and/or bollards</li> </ul> | <ul style="list-style-type: none"> <li>As needed</li> </ul>      | The location of trails should consider: <ul style="list-style-type: none"> <li>Interconnections</li> <li>Connections between traffic generators</li> <li>Trail developed in conjunction with transportation system</li> <li>Demographic trends</li> <li>Environmental factors</li> <li>Land use policies</li> <li>Landownership</li> <li>Citizen involvement</li> <li>Multiple uses</li> <li>Traffic</li> <li>Security</li> </ul> |
| <b>Natural Areas</b>                                            | <ul style="list-style-type: none"> <li>Provides system diversity</li> <li>May be comprised of ER and/or Conservation Easements</li> </ul>                               | <ul style="list-style-type: none"> <li>Trails</li> <li>Benches and trash receptacles</li> <li>Picnic facilities</li> <li>Interpretive signage</li> <li>Fencing and/or bollards</li> </ul>                                                                  | <ul style="list-style-type: none"> <li>As appropriate</li> </ul> | <ul style="list-style-type: none"> <li>May encompass environmentally sensitive features, unique ecological features, or habitat with a high ecological value</li> </ul>                                                                                                                                                                                                                                                           |

Existing parks that are not meeting the needs of Fort Saskatchewan residents should be revitalized with a new function, or as in the case of Steele Park and Diamond Park, naturalized, or partitioned off and sold to adjacent residents.

### Trails System and Linear Green Space

The popularity of the City Multi-use trail system was confirmed in the community surveys. The City trails were ranked first (81%) as the recreation facility visited most by residents in the past twelve months.

Although the current trail system has increased and expanded into most neighbourhoods in the community, there has been no known Network plan or overall Master Plan established for trails since the original Urban Park development. There is a strong need to identify a hierarchy to the trail system and a classification system of trail standards. Typically, the trail system would identify primary, secondary and tertiary trails with a range of standards amenities associated with each trail type. The following images show possible differences between a primary (left) and a tertiary trail (right). A secondary trail, by comparison, may be a sidewalk or a paved trail that is narrower than the primary trail.



Recognition that these linear green spaces can offer more in an open space sense also needs to be made. The open space classification system identified Trails or Greenways as a new open space element providing connections between destinations and opportunities for informal recreation.

*It is recommended that* the current trail system be rationalized through a trail hierarchy and expanded to include all land use sectors, including industrial. Similarly, connection to and from adjacent communities must also be investigated. Map 3 (See Appendix) identifies regional trail initiatives being planned in Strathcona County, Edmonton, and Sturgeon County.

Boulevards and Medians can contribute to the City's open space system by providing spaces for vegetated trails. The City ought to develop roadway standards to address both planting and trail development adjacent to roadways. With the need to reduce greenhouse gases, the feasibility of including bicycle trails as part of roadway development should also be considered.

## Practice and Protocol

### Planning for Open Space

The Municipal Government Act (Part 17) provides for the preparation and adoption, by bylaw, of various types of plans. These are generally intended to address different levels of detail, from the general public to the specific, and to apply to areas of decreasing size.

The open space planning process should be integrated with the planning process in general. General policies regarding the provision and development of open space should be provided in an open space master plan and these should be consistent with, and supported by, policies contained in municipal development planning documents. More specific questions regarding the location and configuration of sites and facilities in specific neighbourhoods should be incorporated into the relevant Area Structure Plans. When the City is

engaged in broader level Area Structure Planning, addressing a number of neighbourhoods, the Plan should locate sites and facilities including Citywide trail linkages and while the more detailed level, for a single neighbourhood should address all open space land requirements, including ornamental parks and specific trail alignments. This integrated planning approach provides developers and residents with a level of predictability. It creates conditions under which pre-dedication of open space is most likely to occur. It allows the City to address the timing of site provision and development relative to neighbourhood development.

## ***Reserve Dedication***

### **Environmental Reserve**

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

***It is recommended that*** the use of conservation easements, donation, or public utility lots be considered as options to the taking of environmental reserve.

### **Municipal Reserve**

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

Assembling sufficient land in the appropriate location often requires a mechanism to transfer municipal reserve dedication from one owner's land to that of another. To facilitate this process, the legislation provides for the taking of cash in lieu of land for municipal reserve purposes. The same 10% maximum applies. The value of the land is determined as of a date within 35 days of the date of the relevant subdivision application. This means that, normally, the value will be that of land that is subject to immediate development.



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

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

*It is recommended that* the taking of cash in lieu of reserve on industrial land developments be used as a means of assembling reserve land in appropriate locations.

Normally, public utility lots have nothing to do with municipal reserve dedication. Storm water management facilities, which exist to serve a drainage function, are usually seen as utilities. However, they often have amenity value (lakes or ponds visible and accessible to the general public) and may even have recreation value ("dry ponds" that can be used as play fields under normal circumstances). In some cases, areas designated as parks (that is, having a mainly recreational value) may also serve a storm water management function. Many municipalities are prepared to consider giving some municipal reserve credit for storm water management facilities assuming that the facility has an amenity and/or recreation value. Strathcona County, for example, gives a maximum of 50% credit for storm water management facilities if its recreational value is identified and agreed upon at the area structure plan stage and, if proposed, design standards and plans are well presented. How much credit should be given depends on the access and visibility of the site to the general public, the "developability" of the site for recreational purposes, and whether or not the amenity and/or recreation components are part of the municipality's normal standards or in addition to them. The amount of municipal reserve credit given varies, depending on the design of the site/facility. For Fort Saskatchewan storm water management facilities in residential areas, a minimum of 40% of the perimeter should be retained for public use.

At present, some major cities grant no municipal reserve credit for storm water management facilities. However, the possibility of "dual use facilities": parks, receiving municipal reserve credit, but specifically designed to serve a storm water management function under certain circumstances is starting to occur. Should future stormwater facilities be recommended for new areas, the "dual use" approach is appropriate for Fort Saskatchewan.

*It is recommended that* policies be developed outlining how municipal reserve credit will be given based on the amenity and/or recreation value of storm water management ponds and P.U.L.s.

For example: If a one hectare storm water management pond is designed to accommodate winter skating and sledding hills for a neighborhood or the broader community, a 50% reserve credit could be given for the water area, in this case, one half hectare with 40% of the pond perimeter accessible for public use.

A similar principle, based on function, should apply here. The degree to which open space for trails is granted municipal reserve credit should depend on the degree to which the facility serves a circulation as opposed to a recreation/amenity function.

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

*It is recommended that* reserve credit not be given for the first 6 m in width of any trail or walkway that has a circulation function.

Environmental Management areas must be reviewed and designated at the time of area structure plan development. While these areas are considered sensitive eco-system management areas with benefiting zones for plants, animals, wildlife corridors, etc. they can be managed to permit compatible uses such as nature trails, cross country ski areas and even motorized uses where design and control is well undertaken.

Developers typically identify three key principles related to the determination of appropriate levels of developer contribution to the provision of open space and facilities. These are:

1. Predictability - meaning that the City's requirements should be clearly identified beforehand.
2. Consistency - meaning that each developer should be subject to the same or equivalent treatment under City policy.
3. Mutual benefit - which suggests that developers will be more willing to make contributions if these can be seen to benefit the developer with respect to the marketing and/or value of the lots created.

It is common practice for some municipalities to impose a voluntary parks levy or contributions on each developed lot to provide for open space development (note: these are beyond municipal development levies). Such levies are not specifically provided for in the Municipal Government Act, but are treated by some municipalities as a "voluntary" contribution negotiated between the developer and the municipality during the preparation of Developer

Agreements. There are several advantages to the use of such per lot approaches.

A per lot approach to developer contributions ensures for consistency of treatment of developers. These contributions apply even to the developer who does not provide land for school/park sites. If all developers contribute these funds on the same basis, the City is allowed some flexibility in varying its standards with respect to the facilities provided.

The City, when the site is available, has the option of front ending (paying the initial cost of) its development and recovering its costs as development in the neighborhood proceeds. This may help in ensuring the earliest possible development of parks in new neighborhoods.

Contributions can be paid as late in the process as the issuance of a development permit, lessening the cash flow burden on the developers.

Fort Saskatchewan does not incorporate a well-defined recreation lot levy or per lot contribution approach in negotiating agreements at present, nor are there any clear-cut responsibilities outlined for the developer. Developers in most Alberta communities are required to pay the cost of neighborhood park development at 100% of the cost to meet appropriate standards of design. This provides an equal playing field for all developers and builds quality into the parks system, which otherwise could not occur through taxation alone.

The amount per lot or alternatively the appropriation to neighbourhood parks and open space should be set at a level to reflect approximately \$1,150.00 per lot (in 2008 dollars) to meet minimum neighborhood design standards (excludes grade, level and seed) and to accommodate funding for major community recreation facility infrastructure planning and development that ultimately aids in the marketing of lot sales.

Note: Appendix C provides an analysis for the calculation of per lot contributions.

***It is recommended that*** the City initiate a parks and facility funding system based upon voluntary per lot contributions by developers that are set at a minimum \$1,150.00 per lot for neighborhood level Recreation and Parks development and major community infrastructure planning and development.

### Internal Site Design

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

Working collaboratively, it is the City's and / or the developer's responsibility to retain planning professionals to design park sites when needed. Planning professionals should be involved at the district level area structure plan stage at

the neighborhood level stage and, as well at the detailed design stage. If agreed, the developer may have the City choose and work with a planning professional for park design.

*It is recommended that* the City requires that professional Recreation and Parks planning support is secured by the developer to design the internal layout of park sites as part of the area structure plan and subdivision review processes.

### Timing of Provision / Development of Sites

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

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

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

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

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

In some cases, temporary sites and facilities may be provided. However, this approach can lead to problems in terms of additional cost and objections to the removal of the temporary site or facilities from residents who become

accustomed to their being available in a particular location. Consequently, as a general rule the provision of temporary sites and facilities is to be avoided.

*It is recommended that* every effort be made to acquire and develop school/park and open space sites as early as possible in the neighborhood development process.

*It is further recommended that* the provision of temporary sites/facilities be avoided.

### Public Consultation

The City of Fort Saskatchewan supports public consultation in the provision/development of school/park sites. However, to the extent that the City is successful in ensuring that sites are provided and developed as early in the neighborhood growth process as possible, the majority of the people to be served by a particular facility may not be a resident in the community when these decisions must be made.

This is particularly true with respect to the location and configuration of sites. Proper planning requires that these decisions be made prior to the development of the neighborhood, making consultation with (future) residents impossible. It is necessary, then, for the City, in concert with the developer, to base their planning for these facilities on their own generally applicable standards, attempting to adjust them as necessary to reflect trends in parks and recreation use, and local circumstances (e.g. projected neighborhood population, predominant housing form, local natural features).

Planning for facilities such as playgrounds and sports fields can be done later, after some of the neighborhood has been occupied. This allows for some consultation with local residents. However, this input must be balanced with general input from organized user groups and the broader needs of the community.

*It is recommended that* the City attempt to balance local preferences regarding park site development with the broader needs of the community and Citywide standards.

### Parks & Open Space Theming / Community Identity

Community and “Lifestyle” marketing play an important role in building and sustaining economic development within the City of Fort Saskatchewan.

New residents, retention of residents and quality experiences for visitors to a community are at the core of lasting economic stability. Residents who stay and play within a community also spend in the community and it is this spending that sustains retail business development, which in turn, leads to strong economics.

The impact of dollars into a community from tourism spending, traveling sports teams, businesspersons and friends of residents; all add to economic prosperity and lasting pride of residents.

“Community branding” works much like branding in retail marketing. Consumers are drawn to purchase products that are of high quality, unique, healthful, environmentally friendly, well packaged and proven. They are also drawn to spend where friendly people and service excellence are most prominent.

The City of Fort Saskatchewan contains all of these elements at varying degrees, however, they must be “put on stage” and demonstrated in a far more aggressive way. Opportunities exist throughout the City and, in particular, the Parks & Open Space system through the adoption of this plan and the recommended strategy for upgrade. Included are:

- Improved Community entry nodes or gateways;
- Downtown re-development with connections to multi-way trail corridors connecting neighborhoods and important destinations;
- Parks and trail system naming and signage;
- Upgraded sports fields and improved maintenance of turf;
- User friendly trail systems;
- Managed natural areas; and,
- The future allocation of lands and development of a larger Community Wide park Resource (e.g. Fort Centre Park, Dow Centennial lands).

This list can obviously be expanded to “merchant friendly campaigns”, “resident ambassador programs” and “community wide events” that host the region and the many traveling sports teams, which find the sports fields or Multiplexes as a quality destination for tournaments or meets.

The adoption of quality standards and maintenance of Recreation and Parks will create a positive identity or “community branding” that will translate to economic gains.

This Master Plan document has identified that the City faces economic challenges resulting from rapid growth and often the investment in Recreation and Parks is seldom equated to ultimate return on investment. However, such economic development starts with quality municipal services, health, education, employment and, of course, quality culture, recreation and parks spaces.

Developing recommendations for community and/or parks system identity goes beyond this Master Plan. However, a process to achieve identity begins with this and other community economic development, tourism and broader general



municipal plans that identify a need for a unique identity or common thread that characterizes Fort Saskatchewan today and well into the future. No one individual or agency can create this identity on his or her own. It must be a time-honored process that involves students, adult residents, business people, senior citizens and public leaders.

The “City by the River” and “Fort Saskatchewan Historic Past” are corporate statements for past City publications and definitely an appealing phrase to a market seeking a permanent residence. However, Identity themes for the Community that are visible and not always emphasized are its opportunity, its caring people, etc.

Consistent themes can be carried in sign infrastructure selection, color selection, naming of parks, parks furniture and streetscape design. Many examples of urban parks throughout Alberta carry community heritage as their theme. Examples include Heritage Park in Spruce Grove, Waskasoo in Red Deer and Heritage Trail in Strathcona County. Other communities, such as Drayton Valley, carry a more contemporary theme, which carries their resource industry base as a theme. Themed color schemes on powder coated tubular signage depict the oil industry.

Theme and identity symbols can also vary within communities. While larger urban centers tend to name their parks in concert with the name of their neighborhoods, others select names that come from local historians, community volunteers and/or financial contributors to park development.

Whether the theme or themes selected are heritage, multi-cultural or contemporary based, a unified selection of messaging can translate to a powerful community image and possible cost savings through bulk buying of standard park furniture and signs and through the use of standard planting schemes, color specifications and common design criteria overall.

***It is recommended that*** the City strike a community park system themeing committee made up of a representative cross section of the community and that this committee develop a campaign to engage the public in a contest to develop Fort Saskatchewan’s park theme identity.

***It is further recommended that*** the Themeing Committee commission an advertising professional and/or architect to further develop public supported theme(s) into a terms of reference and design specifications for all public parks and public spaces.



## 4. Planning Guidelines/Tools for Culture and Recreation Facilities

Unlike the allocation of public reserve land which is a statutory requirement built into the Municipal Government Act, the provision / development of indoor public culture and recreation facilities are not legislated requirements of any municipality, they are choices. That being said, the City of Fort Saskatchewan has chosen to provide facilities to meet public culture and recreation needs by financing, building and operating certain types of facilities and assisting others who service community need through facilities of their own.

*Note: School systems who promote public access for culture and recreation and libraries fall under their own legislation. Schools operate with their own tax base and Library services are provided through a Library board, but the municipal Library is highly subsidized by City taxes.*

City provided facilities include: indoor ice arenas, indoor aquatics, program and meeting rooms, theatre, crafts studies and, in the last four years, indoor fitness, field sports and public gymnasium space. In the latter case, public service providers like the Boys and Girls Club, the Golf and Curling Club, outdoor minor sports associations, seniors, heritage groups and others have traditionally provided facilities and programs with support from the City and through agreements that are in place.

Today, City operated facilities have managed to meet the needs of the public and while improvements to some facilities are required, the development of new facilities to meet an expanding market of users must be approached very carefully with an eye to ultimate sustainability in operations and designs which provide flexibility in meeting future need. Facilities built today will still be in service forty to fifty years from now.

The City will also face extreme challenges in keeping up with construction inflation which has more than doubled over the last three years and will continue into the foreseeable future as oil and gas sector investment takes priority over the municipal sector for the construction industry.

The approach to meeting current and future indoor culture and recreation facility demand is presented in this section. It is a market feasibility approach and while many user groups will continue to demand expanded program facilities, facilities should not be developed until certain prerequisites are put in place, not the least of which will be financed resources. Within this section the following policy areas have been addressed:

- Approach to meeting facility infrastructure needs
- Facility assessments and recommendations
- Facility classification
- Locating facilities

## A Four Staged Approach to Meeting Facility Infrastructure Needs

Culture and recreation facility demands of today and the next twenty years will be met through renewal expansion and / or retrofit of existing facilities as well as new facilities.

The four-staged approach recommended for development is based upon sustainability factors:

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

*It is recommended that*, these four steps be followed in the planning, design, development and operations of all indoor recreation and culture facilities in the City.

## Facility Classification

The proven services of the Dow Centennial Centre in meeting both user group and, broader public needs for spontaneous leisure activities, is evidenced in the pass holder sales and volumes of public that enjoy the facility on a daily basis.

The approach to combining needed recreation and culture venues under one roof is indeed an efficient, effective and equitable way to invest public capital. It is also a worthy launch point to begin thinking about the next twenty years and how the City can build upon these successes to an even greater level.

The following facility typologies have been developed as recommended approaches to undertake future facility plans and to ensure for sustainable development and operations:

**Type 1: Major Leisure Destination Nodes****Example:**

Dow Centennial Centre Site, River Valley, Jubilee Recreation Centre Site

**Description:**

Facilities or facility clusters, that serve a Citywide market and are key leisure destinations for both indoor and outdoor activities, community services, institutional services and commerce.

They are located within or adjacent to specialized zoning districts like “urban villages” supported by parking, public transit and common energy sources. They evolve and are often funded as a result of P3 investment (public and private partnerships), where capital funding for leisure development is supported through lease revenue, sale of high-density properties, condominium fees, involved recreation user groups and private operators.

**Example Indoor Elements:**

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

**Example Outdoor Elements:**

- ◆ Plazas / squares
- ◆ Fountains
- ◆ Passive gardens
- ◆ Water parks
- ◆ Skateboard areas
- ◆ Village gardens
- ◆ Multi-use play space
- ◆ Pathways
- ◆ Outdoor Skating

**Land Requirements:**

- ◆ Minimum 16 hectares ideal for leisure infrastructure
- ◆ 30 hectares ideal for entire community hub depending upon public / private partner mix

**Type 2: Community Commons****Example:**

Sportsplex

**Description:**

These are facilities that serve market populations of 5,000 to 10,000 residents and most often associate with a community park and / or school ground. They incorporate both indoor and outdoor recreation amenities, but are not designed to incorporate broad level community services, commercial, and / or professional services. They are ideally zoned to occur on site, or in proximity to, junior or senior level schools / colleges.

Public transit is ideal. Connections to pathway systems and safe bicycle routes are most desired.

Leisure development is supported primarily with public investment and user group contributions with less reliance upon sponsorships and private sector donations.

**Example Indoor Elements:**

- ◆ Indoor ice arena
- ◆ Curling
- ◆ Banquet / social
- ◆ Meeting rooms
- ◆ Wellness facilities
- ◆ Arts and crafts
- ◆ Active play space (e.g. gymnasium space)
- ◆ Concession services
- ◆ Social foyers incorporating culture and heritage displays
- ◆ Multi-use meeting / program rooms

**Example Outdoor Elements:**

- ◆ Recreational sports fields / event areas
- ◆ Skating
- ◆ Social plaza
- ◆ Water feature (e.g. spray deck)
- ◆ Passive gardens

- ◆ Community gardens
- ◆ Pathways
- ◆ Parking
- ◆ Multi-use play space
- ◆ Skateboard area

**Land Requirements:**

Minimum 8 to 10 hectares

**Type 3: Local Neighborhood Facilities****Example:**

Sports fields

**Description:**

Facilities that serve market populations of 3,000 to 5,000 with more localized access to social venues and multi-use program space.

They may or may not incorporate outdoor parks areas, but are ideally located adjacent to neighborhood park / school facilities.

They function primarily of social programming but often accommodate programs of interest for local residents.

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

**Example Indoor Elements:**

- ◆ Multi-use program and Stage
- ◆ Kitchen
- ◆ Chair storage
- ◆ Possible separate meeting / arts and crafts room
- ◆ Possible games room
- ◆ Office

**Example Outdoor Elements:**

- ◆ Ball diamond
- ◆ Banquet deck
- ◆ Bar-b-que
- ◆ Skating rink or outdoor arena
- ◆ Recreational play field
- ◆ Playgrounds

- ◆ Horseshoe pits
- ◆ Volleyball area
- ◆ Parking

**Land Requirements:**

0.5 to 1.5 hectares

**Type 4: Special Purpose or Themed Leisure Facilities****Example:**

Dow Fields, Golf Course, Shell Theatre, Nordic Club Facilities

**Description:**

Special purpose or themed facilities are those that serve Citywide populations with services and opportunities that are centered around a core theme or activity. While the types of programs and services provided could be part of Type 1 or Type 2 facilities, these facilities specialize in core services that require specified, more focused program services and most often rely upon proximity to surrounding environments. Wilderness facilities, golf courses, gymnastics facilities, arts and crafts, heritage museums, interpretive centres and performing arts theatres are examples. Sometimes they are more outdoor focused in design but require public service or program facilities for support.

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

**Example Indoor Elements:**

- ◆ Museums
- ◆ Art galleries / studios
- ◆ Interpretive displays
- ◆ Multi-use program space
- ◆ Group meeting rooms
- ◆ Special equipment rentals
- ◆ Food / beverage services
- ◆ Banquet services
- ◆ Retail sales

**Example Outdoor Elements:**

- ◆ Outdoor heritage displays
- ◆ Event / program areas
- ◆ Social areas
- ◆ Specialized trails

- ◆ Interpretive kiosks / signage
- ◆ Golf courses
- ◆ Outdoor training circuits / demonstration areas
- ◆ Sports parks

#### Land Requirements:

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

◆

*It is recommended that*, these facility classifications be utilized in managing existing and developing new indoor recreation and culture facilities in the City.

### Locating Facilities

#### Locating Type 1 Facilities: Major Leisure Destination Nodes

Viability for this type of development is determined by market forces and plans that have yet to materialize. The fact that the City will grow and likely result in a wholesale market for this type of destination of close to 45,000 residents by 2031, suggests that pre-planning, for a new site may not be necessary as the Dow Centennial Centre and associated parklands and the Jubilee Recreation Centre Site will service facility development needs for the next twenty years.

#### Locating Type 2 Facilities: Community Commons

Ideally positioned to serve market populations of 5,000 to 10,000 residents, this level of development is best exemplified by the Sportsplex.

In the mid to long term there may be requirements to plan and locate Type two facilities within urban growth areas or on the periphery of existing and new urban growth areas. This determination will be made relative to growth / demand pressures and / or the possibility of two separate urban growth areas occurring on opposite ends of the existing community. There may also be a need to pre-empt the development of a Type 1 Major Leisure Destination Node with the development of a Type 2 Community Commons. This determination rests with the rate of development planning and phased build out of urban growth areas.

#### Locating Type 3 Facilities: Local Neighborhood Facilities

For the most part, these types of facilities already exist throughout the City.

The provision of warm up shelters and change facilities at all community level sites is recommended.

New growth development over the next twenty years should be planned within new neighborhoods to accommodate the potential emergence of local community associations who may wish to develop small facilities and warm-up



shelters. The planning for neighborhood level park and park school sites should consider the potential of these localized facilities.

#### **Locating Type 4 Facilities: Special Purpose or Themed Leisure Facilities**

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

Examples:

- ◆ Major aquatics facilities
- ◆ Comprehensive sports field complexes and service facilities
- ◆ Wilderness staging / outdoor adventure facilities
- ◆ Seniors centres
- ◆ Youth centres
- ◆ Heritage sites (i.e. Fort Centre Park and the Museum)
- ◆ Major performance arena facility

#### **Special Purpose of Themed Facilities**

|                                                         |                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Major aquatics facilities                               | Best located in close proximity to, or attached to, existing major recreation and culture complexes (i.e. Dow Centennial Centre) and tourist destinations.                                                                                                                                          |
| Field Sports Facilities / Club House                    | Best located within urban fringe area with reasonable proximity to concentrated markets and ideal adjacency to park, camping facilities and tourist destinations. Where conflict arises with adjacent residential development mitigate with berming, planting and / or noise attenuation solutions. |
| Wilderness Staging / Outdoor Adventure and Interpretive | Best located adjacent to the North Saskatchewan River Valley and serving regional markets                                                                                                                                                                                                           |
| Seniors and Youth Centres                               | Ideally located in proximity to or incorporated into Community Parks and / or Type 1 or Type 2 facility locations                                                                                                                                                                                   |

## Heritage Sites

In relation to the heritage resource location as it exists. Accessibility and exposure should be optimized.

## Major Performance Arenas

While not demanded as yet, demands over the next 20 years will see this form of development being discussed and debated. Facilities like this can become stand-alone or part of Type 1 or Type 2 facilities as long as sites provide for ample parking and are within or adjacent to urban concentrations. They are best viewed as regional resources to be undertaken by two or more participating municipalities.

*It is recommended that*, these facility locational factors be considered in determining siting and user markets for developing new indoor recreation and culture facilities in the City.

## Facility Planning Process

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

The Market Feasibility and Business Planning process typically precedes decisions on investment and sourcing of capital well in advance of development – often up to two years prior. As such, timing for major development initiatives could take between two and four years in the making, recognizing the need for: public engagement, concept planning, detailed planning, tendering and construction.

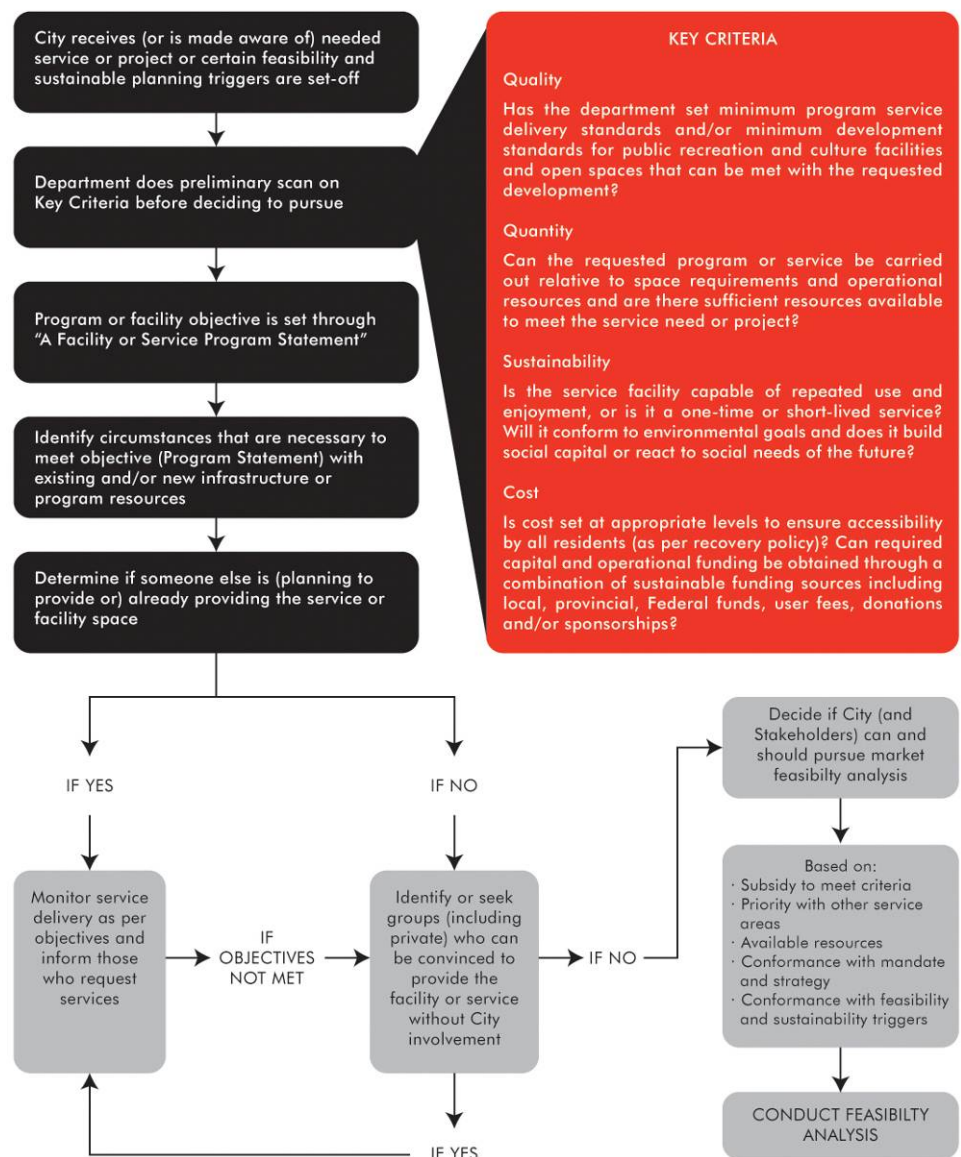
Guidelines for undertaking Market Feasibility and Business Planning:

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

- f) The project must conform to the Strategic Plan Focus and City Sustainability goals.
- g) Business Cases outlining capital partners, operating partners, sources of capital, capital amortization and projection of operating costs must be completed.

## Feasibility Analysis

### Decision Process to Move Forward with Feasibility Analysis



## Planning Triggers

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

Market Feasibility Analysis and Business Planning should occur when:

1. Facility spaces currently being offered approach 90% to 100% utilization on a sustained basis.
2. Facility or facility spaces currently being used have less than 75% remaining lifecycle as a functional resource (as determined by ongoing lifecycle planning).
3. Current demands and future demands as impacted through expression of needs and market growth can be proven.
4. Facility in question and program services proposed provide equal access for all residents as a public service.
5. Facility type and function conform to core recreation service functions of the municipality or new functional areas as contained within the Strategic Plan.
6. Facility type and function are not currently and adequately provided through other agencies or private sector services.
7. Operational or capital partners of any development proposed are established as registered societies and collectively represent sufficient membership or market members to sustain use of the development for the life of the development (typically set at 40 years for public buildings).
8. Proposed public investment is contained on City owned, publicly owned, or long-term lease lands (leases beyond 50 years).

*It is recommended that*, the facility planning process presented herein be adopted by the City in the investment of public funds in new, expanded and/or retrofitted recreation and culture facilities.

## Development Timing

Moving forward with the implementation of recreation, culture and parks facility infrastructure and accompanying park spaces requires a logical and timely approach including:

- ◆ Feasibility planning for the renewal and retro-fit of current facilities and sites;
- ◆ Land acquisition and “land banking” to ensure that sufficient sites for development can be secured and protected;
- ◆ Feasibility planning and project modeling with all stakeholders for major projects;
- ◆ Business planning including site, concept and phased development plans;
- ◆ Funds resourcing, detailed planning and construction in line with business plans.

In today's planning and construction environment, mid-sized projects can take up to three years from inception to opening. Larger projects can take between four and five years.



Because of this a sufficient investment in time must precede actual service delivery. For many imminent facility needs to be fulfilled, there is a realization that facility retrofit objectives and new facilities and spaces are likely not to come on stream until 2011 and 2012 assuming that approved projects commence in 2008 and 2009.

## Partnering Framework

This Master Plan is meant to respond to general public and user group input. Similarly, the Dow Centennial Centre, Fort Saskatchewan's latest comprehensive recreation facility, was planned and developed with extensive user group input and through a working committee that included public representatives.

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

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

This is a result of numerous inflationary pressures that have resulted in construction cost doubling within the last five years. With a heated economy and sustained growth over the next five to ten years, we can expect the average per square meter cost of public infrastructure to rise yet again and energy costs to double. It is also the result of a broad public desire to focus greater investment towards spontaneous access opportunities as opposed to facilities that cater to specific needs of user groups. This calls for a greater balance in public spending with budget shifts from investing solely in minor sports venues to investing in both minor sports and spontaneous use environments.

What this means for expanded or new recreation, culture and parks infrastructure development is the need to:

1. Optimize public spending on needed infrastructure which supports majority need and which results in achieving priority objectives for delivery; namely, social wellness, economic sustainability and environmental sustainability.
2. Create new avenues of funding derived from not only primary users, but from benefactors of quality infrastructure, which could include:
  - i. Industry (development and major resource)
  - ii. Health care providers
  - iii. Education institutions
  - iv. Senior Governments
  - v. Retailers
  - vi. Tourists
3. Build Relationships And Win - Win Situations Between Primary Users And Benefactors Through Partnerships And Business Models That Optimize Return On Investment Whether The Return Is Social, Environmental, Economic Or A Balance Of All Three.

Development and decisions regarding the funding and maintenance of culture and recreation over the last four decades has created a public expectation that all facilities, parks and open space resources should be funded by public tax sources (local tax revenues, senior government grants and municipal subsidies). The problem is that the “pot is only so big”, resulting in competition amongst groups to access funding. With such a diversity of sport, culture and recreational based groups existing within the City and most all with demands and needs for more or improved facilities, the past practice of delivering resources (facilities, financial, planning and human resource assistance) has created a multitude of independent initiatives with some resolved, some under-served and some ignored. Demands of some interest groups and the general public for more specialized services that go beyond what might be considered as “public base level services” has exacerbated the situation leading to an expectation that public funding can indeed be used to support costly venues

and spaces to support the needs to train relative small numbers of developing athletes, national level competition hopefuls and more specialized interests.

What is **base level** and what can be considered **meritous**, or beyond base level supply, are key considerations in identifying who's responsible to support the services residents seek and at what levels. Regardless of this distinction, the City must engage in all infrastructure investments with a clear declaration of what it will provide and what it will not. For the standard supply of parks and open space in evolving growth areas, there will be little debate; however, when it comes to more comprehensive initiatives like facility multiplexes that are intended for broad public spontaneous opportunities as well as more defined user group spaces, declarations must be made. Similarly, the potential of the City becoming involved in the provision of more specialized outdoor group facilities like sport field parks or major equestrian event facilities, the same applies.

This Plan clearly supports the notion of combining spaces and places as integrated units. Much like the Dow Centennial Centre, where the operational model renders improved operations, new indoor facilities, sports parks and special themed areas, if built together and operated within a shared business model, they too will render a more effective capital construction investment, an efficient operating model, less impact on the environment and, last but not least, foster greater working relationships between stakeholders.

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

1. Encourage the formation of legitimate bodies / groups that represent common interests. This could evolve as:

***“Indoor Sports Groups”***

***“Outdoor Recreation Groups”***

***“Arts and Culture Groups”***

This approach will:

- ◆ Reduce silos of interest and thus the number of groups and projects that now compete with one another;
- ◆ Provide legitimate bodies to plan, negotiate and contract with when it comes to providing infrastructure;
- ◆ Create organizations with a greater capacity to attract funding from non-tax sources (service organizations and industry are more apt to fund



- foundations of common good rather than individual interests);
- ◆ Create organizations with greater capacity to undertake business planning, volunteer recruitment and marketing.
2. Create greater opportunities for joint planning with School Boards.
    - ◆ School facility planning and recreation facility planning (both indoor and outdoor) relative to joint use opportunity and access is not emphasized enough and seldom formalized in process. It occurs on a facility-by-facility basis as opposed to a broad strategic basis. This could be overcome through creating an open and constant dialogue between school division planners and City recreation facility planning stakeholders.
  3. Create win – win opportunities with health care providers and social service agencies.
    - ◆ The recreation and culture industry and its operators have recognized the relationships between health and wellness in designing facilities and providing programs for the public, yet health care facility designers and recreation professionals are seldom “at the table” in describing and developing facilities and programs for common gain. The Local Health Authority and the City working together can create wellness strategies, creative facility synergies and joint programming in the best interest of the public. The Health Authority can also assist in funding projects specific to special needs of City residents outside of health care facilities (e.g. fitness trails, wellness facilities, equipment designed for specific campaigns such as child obesity, diabetes, etc...).
  4. Create innovative opportunities that attract private sector investment and tourism.
    - ◆ Our public parks and open spaces and our indoor recreation facilities are most often our greatest tourism attractions.
    - ◆ Designing core public services into parks and recreation facilities, while appropriate and in line with servicing mandates, does enhance economic development but not at the same level as facilities that provide innovation to attract and retain participants.
    - ◆ Increasing participation and wellness through innovation in delivery is one of the key thrusts in this Plan, but business minded partners are required to minimize the risks of innovation as local governments are seldom in a position to do so.

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

**“We shape our Public Places, thereafter our Public Places shape us”**

5. Align Development Initiatives with the Priorities of Senior Governments.
  - ◆ Provincial and Federal governments operate much like the City of Fort Saskatchewan in that they operate for the betterment of society and set priorities for what they will support when transferring funds to local governments.
  - ◆ Strategically it makes sense in the future to align infrastructure development initiatives with senior government priorities

For example:

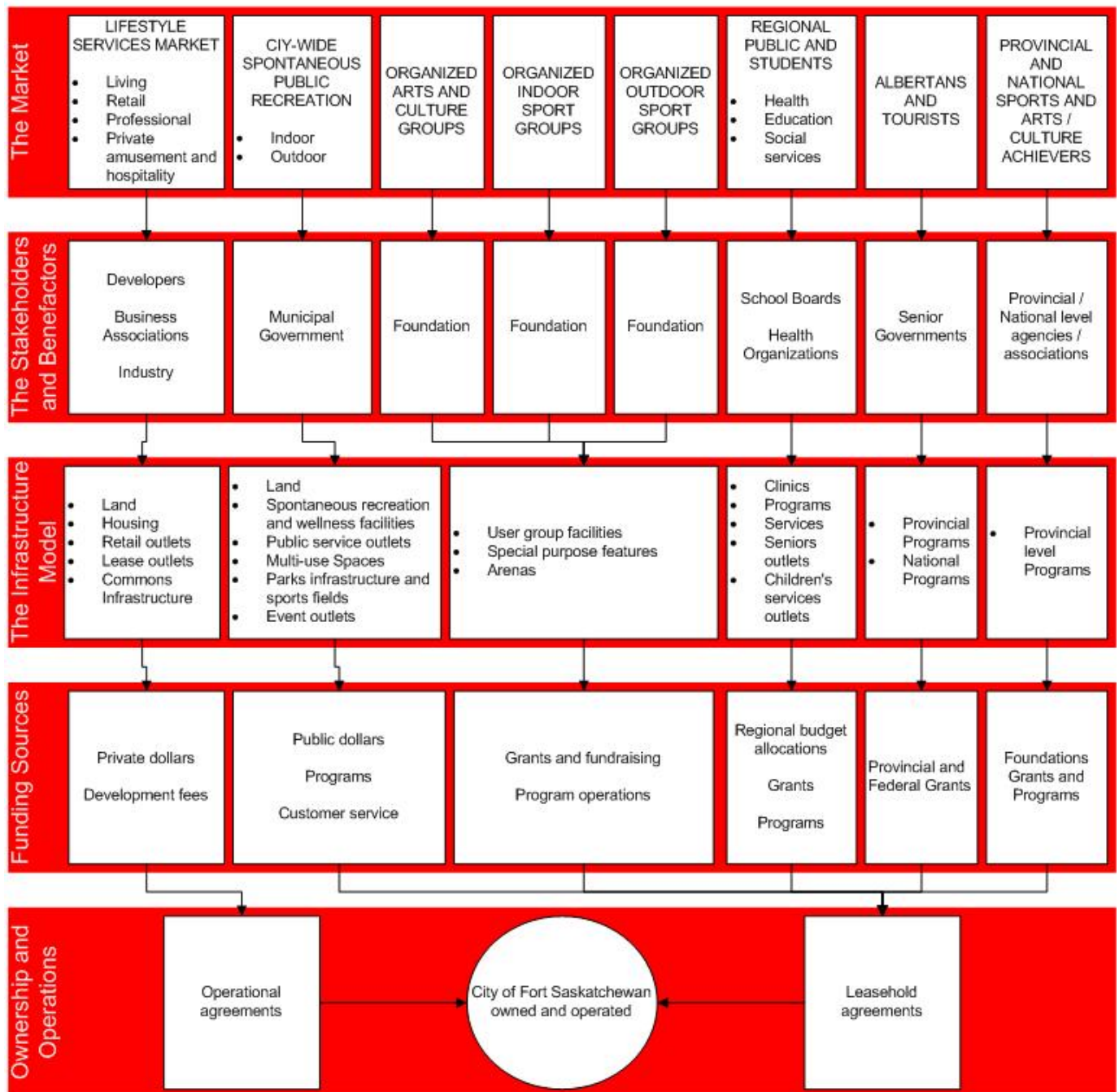
- Senior governments are more prone to fund partnerships than individual initiatives and encourage contribution by non-governmental industry sectors and commerce.
- They are prone to fund projects that result in environmental improvements like: natural areas, nature interpretation and education, reduced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

**SENIOR GOVERNMENTS ENCOURAGE SUSTAINABILITY AND THEY ARE MORE PRONE TO FUND PROJECTS THAT BUILD:**

**Social Capital...Natural Capital...Economic Viability...**

## Facility Modeling

The ideal partnership model for major facility development is explained in the following chart:

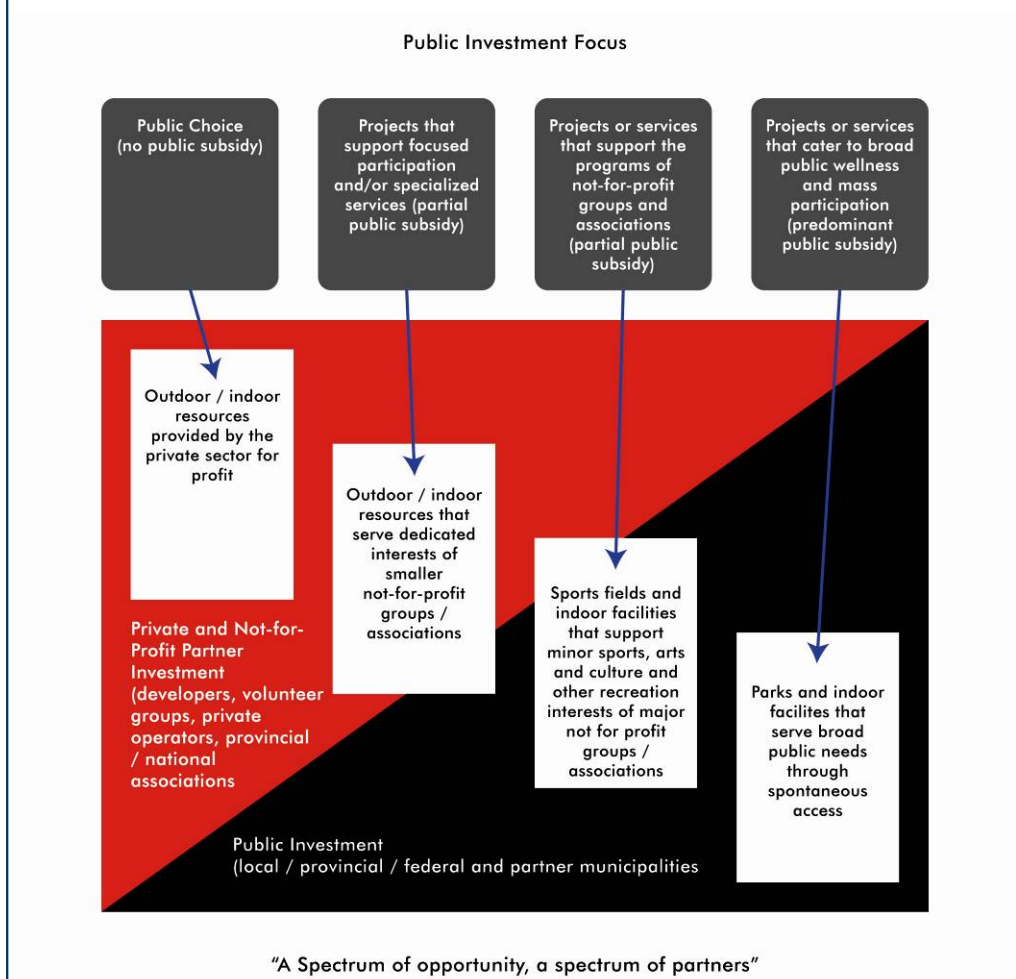


*It is recommended that,* the City adopt and promote the aforementioned five key components of partnership development.

*It is further recommended that,* the City strive to achieve the ideal facility modeling approach as presented above when major public investment is required to sustain existing or develop new recreation and culture facilities.

### Funding Framework

The following graphic explains a recommended approach to public investment focus. The intent of the graphic is to explain that as indoor and / or outdoor facility development moves from facilities or spaces that are accessible for the broad public and have a broad reaching positive impact on the community to facilities and spaces that have a more focused user market that specific needs the proportion of public funding should decrease.



As can be seen, spontaneous broad based public should proportionately receive majority public funds while specialized facilities should be resourced primarily through private or non-profit organizations.

## 5. Resource Requirements and Concepts

### Comparative Analysis

#### Spending on Recreation, Culture and Parks

The City of Fort Saskatchewan can be compared to similar sized communities from across the Province in terms of Recreation, Culture and Parks resource spending. The following chart explains how Fort Saskatchewan compares to other municipalities of similar size. The budget information is based on municipal submissions to Alberta Municipal Affairs (2006).

| Average Spending       | Average Total Spending on Recreation and Culture | Average Total Expenditures | Average % of Total | Average Population | Average Per Capita Spending on Rec and Culture |
|------------------------|--------------------------------------------------|----------------------------|--------------------|--------------------|------------------------------------------------|
| Cities (25,000-99,999) | \$17,522,738                                     | \$87,511,961               | 20.0%              | 57,951             | \$302.37                                       |
| Cities (10,000-24,999) | \$4,673,820                                      | \$22,147,822               | 21.1%              | 15,995             | \$292.21                                       |
| Fort Saskatchewan      | \$7,893,951                                      | \$27,600,653               | 28.6%              | 16,146             | \$488.91                                       |

As can be seen, the City currently spends more per capita than the average of Cities of 25,000-99,999 and the average of Cities of 10,000-24,999 in the Province.

The City currently spends 29% of its annual operating budget on recreation and culture which equates to \$488.91 per capita (based on 16,146 population).

Further broken down, the City currently spends 84% of its total Recreation and Culture Budget on Parks and Recreation and 16% on Culture. This is very similar to provincial averages for Cities 10,000-24,999 demonstrated as follows:

| Average Spending                              | Parks and Recreation | Culture: Libraries, Museums, Halls | Average Total Spending on Recreation and Culture |
|-----------------------------------------------|----------------------|------------------------------------|--------------------------------------------------|
| Cities (25,000-99,999)                        | \$13,373,538         | \$4,149,200                        | \$17,522,738                                     |
| % of Total Spending on Recreation and Culture | 76.32%               | 23.68%                             | 100.00%                                          |
| Cities (10,000-24,999)                        | \$3,928,077          | \$745,743                          | \$4,673,820                                      |
| % of Total Spending on                        | 84.04%               | 15.96%                             | 100.00%                                          |

| Average Spending                              | Parks and Recreation | Culture: Libraries, Museums, Halls | Average Total Spending on Recreation and Culture |
|-----------------------------------------------|----------------------|------------------------------------|--------------------------------------------------|
| Recreation and Culture                        |                      |                                    |                                                  |
| Fort Saskatchewan                             | \$6,606,690          | \$1,287,261                        | \$7,893,951                                      |
| % of Total Spending on Recreation and Culture | 83.69%               | 16.31%                             | 100.00%                                          |

### Current Facility Provision

The following chart provides insight as to how the City of Fort Saskatchewan provides recreation, culture and parks facilities in comparison to similar sized communities across the Province. Note: Facility sizes and capacity utilization were not taken into consideration.

| Recreation Facility Inventory / Provincial Comparison |                |                      |                      |                 |                    |                  |                 |                 |                           |
|-------------------------------------------------------|----------------|----------------------|----------------------|-----------------|--------------------|------------------|-----------------|-----------------|---------------------------|
|                                                       | City of Leduc  | City of Spruce Grove | City of Lloydminster | City of Camrose | City of Wetaskiwin | Town of Cochrane | Town of Canmore | Town of Okotoks | City of Fort Saskatchewan |
| Population                                            | 16,967         | 19,496               | 24,028               | 15,620          | 11,673             | 13,760           | 12,039          | 17,145          | 16,146                    |
| Arenas                                                | 2 <sup>1</sup> | 3                    | 5                    | 3               | 2                  | 2                | 2               | 3               | 3                         |
| Leisure Ice                                           | 0              | 1                    | 1                    | 0               | 0                  | 0                | 0               | 0               | 1                         |
| Indoor Field House                                    | 1              | 2                    | 2                    | 1               | 0                  | 1                | 0               | 0               | 1                         |
| Indoor Fitness / Wellness                             | 1              | 1                    | 1                    | 1               | 0                  | 1                | 1               | 1               | 1                         |
| Indoor Track                                          | 1              | 1                    | 1                    | 2               | 0                  | 1                | 0               | 1               | 1                         |
| Community Meeting Rooms                               | 5              | 3                    | 5                    | 15              | 4                  | 1                | 2               | 3               | 8                         |
| Social Banquet Spaces                                 | 1              | 1                    | 1                    | 3               | 2                  | 1                | 1               | 1               | 4                         |
| Indoor Gymnasium                                      | 1              | 1                    | 0                    | 0               | 0                  | 1                | 1               | 1               | 1                         |
| Indoor Program Pools                                  | 1              | 1                    | 1                    | 1               | 1                  | 1                | 1               | 1               | 1                         |
| Indoor 50m Pools                                      | 0              | 0                    | 0                    | 0               | 0                  | 0                | 0               | 0               | 0                         |
| Indoor Program / Combatives Rooms                     | 2              | 0                    | 1                    | 0               | 0                  | 0                | 1               | 0               | 3                         |
| Indoor Arts and Crafts Studios                        | 1              | 0                    | 0                    | 1               | 0                  | 1                | 0               | 1               | 1                         |

<sup>1</sup> 2 more under construction

| Recreation Facility Inventory / Provincial Comparison |               |                      |                      |                 |                    |                  |                 |                 |                           |
|-------------------------------------------------------|---------------|----------------------|----------------------|-----------------|--------------------|------------------|-----------------|-----------------|---------------------------|
|                                                       | City of Leduc | City of Spruce Grove | City of Lloydminster | City of Camrose | City of Wetaskiwin | Town of Cochrane | Town of Canmore | Town of Okotoks | City of Fort Saskatchewan |
| Indoor Leisure Pools                                  | 1             | 1                    | 1                    | 1               | 1                  | 1                | 1               | 1               | 1                         |
| Indoor Child Play Space                               | 1             | 1                    | 1                    | 2               | 0                  | 0                | 1               | 0               | 2                         |
| Performing Arts Theatre Space                         | 1             | 1                    | 1                    | 1               | 0                  | 1                | 1               | 1               | 1                         |
| Multiplexes                                           | 1             | 1                    | 1                    | 1               | 0                  | 0                | 1               | 1               | 1                         |
| Curling Rinks                                         | 1             | 1                    | 1                    | 1               | 1                  | 1                | 1               | 1               | 1                         |
| Outdoor Pools                                         | 1             | 0                    | 1                    | 0               | 0                  | 0                | 0               | 0               | 0                         |
| Trails (km)                                           | 33            | 50                   | 30                   | 19              | 20                 | 30               | 71              | 40              | 30                        |
| Multi-use Tennis Courts                               | 3             | 10                   | 4                    | 9               | 4                  | 3                | 4               | 6               | 5                         |
| Parks (sites only (not hectares))                     | 21            | 40                   | 29                   | 17              | 10                 | 15               | 20              | 21              | 22                        |
| Playgrounds                                           | 8             | 25                   | 21                   | 23              | 9                  | 24               | 23              | 21              | 12                        |
| Golf Courses                                          | 0             | 0                    | 1                    | 1               | 0                  | 0                | 1               | 0               | 1                         |
| Outdoor Spray Park (Major)                            | 0             | 0                    | 0                    | 1               | 1                  | 0                | 1               | 0               | 1                         |
| Special Use (BMX / Skateboard Park / Etc...)          | 1             | 1                    | 1                    | 1               | 1                  | 1                | 1               | 1               | 1                         |
| Football Fields                                       | 2             | 2                    | 1                    | 1               | 1                  | 0                | 0               | 0               | 1                         |
| Outdoor Rectangular Fields                            | 5             | 11                   | 1                    | 6               | 10                 | 8                | 7               | 12              | 13                        |
| Artificial Turf Fields                                | 0             | 2                    | 0                    | 0               | 0                  | 0                | 0               | 0               | 0                         |
| Ball Diamonds                                         | 15            | 5                    | 15                   | 7               | 9                  | 9                | 5               | 11              | 29                        |
| Outdoor Rinks                                         | 5             | 2                    | 8                    | 12              | 3                  | 2                | 6               | 1               | 2                         |

| Population Ratio          |               |                      |                      |                 |                    |                  |                 |                 |                        |                           |
|---------------------------|---------------|----------------------|----------------------|-----------------|--------------------|------------------|-----------------|-----------------|------------------------|---------------------------|
|                           | City of Leduc | City of Spruce Grove | City of Lloydminster | City of Camrose | City of Wetaskiwin | Town of Cochrane | Town of Canmore | Town of Okotoks | Average Standard Ratio | City of Fort Saskatchewan |
| Population                | 16,967        | 19,496               | 24,028               | 15,620          | 11,673             | 13,760           | 12,039          | 17,145          | 16341                  | 16,146                    |
| Arenas                    | 8,483         | 6499                 | 4806                 | 5207            | 5837               | 6880             | 6020            | 5715            | 5650.5                 | 5,382                     |
| Leisure Ice               |               | 19496                | 24028                |                 |                    |                  |                 |                 | 21762                  | 16,146                    |
| Indoor Field House        | 16967         | 9748                 | 12014                | 15620           |                    | 13760            |                 |                 | 13621.8                | 16,146                    |
| Indoor Fitness / Wellness | 16967         | 19496                | 24028                | 15620           |                    | 13760            | 12039           | 17145           | 17007.9                | 16,146                    |
| Indoor Track              | 16967         | 19496                | 24028                | 7810            |                    | 13760            |                 | 17145           | 16534.3                | 16,146                    |



| Population Ratio                             |               |                      |                      |                 |                    |                  |                 |                 |                        |                           |
|----------------------------------------------|---------------|----------------------|----------------------|-----------------|--------------------|------------------|-----------------|-----------------|------------------------|---------------------------|
|                                              | City of Leduc | City of Spruce Grove | City of Lloydminster | City of Camrose | City of Wetaskiwin | Town of Cochrane | Town of Canmore | Town of Okotoks | Average Standard Ratio | City of Fort Saskatchewan |
| Community Meeting Rooms                      | 3393          | 6499                 | 4806                 | 1041            | 2918               | 13760            | 6020            | 5715            | 5519.0                 | 2,018                     |
| Social Banquet Spaces                        | 16967         | 19496                | 24028                | 5207            | 5837               | 13760            | 12039           | 17145           | 14310.0                | 4,036                     |
| Indoor Gymnasium                             | 16967         | 19496                |                      |                 |                    | 13760            | 12039           | 17145           | 15881.4                | 16,146                    |
| Indoor Program Pools                         | 16967         | 19496                | 24028                | 15620           | 11673              | 13760            | 12039           | 17145           | 16341                  | 16,146                    |
| Indoor 50m Pools                             |               |                      |                      |                 |                    |                  |                 |                 | 0                      | 0                         |
| Indoor Program / Combatives Rooms            | 8484          |                      | 24028                |                 |                    |                  | 12039           |                 | 14850.2                | 5,382                     |
| Indoor Arts and Crafts Studios               | 16967         |                      |                      | 15620           |                    | 13760            |                 | 17145           | 15873                  | 16,146                    |
| Indoor Leisure Pools                         | 16967         | 19496                | 24028                | 15620           | 11673              | 13760            | 12039           | 17145           | 16341                  | 16,146                    |
| Indoor Child Play Space                      | 16967         | 19496                | 24028                | 7810            |                    |                  | 12039           |                 | 16068                  | 8,073                     |
| Performing Arts Theatre Space                | 16967         | 19496                | 24028                | 15620           |                    | 13760            | 12039           | 17145           | 17007.9                | 16,146                    |
| Multiplexes                                  | 16967         | 19496                | 24028                | 15620           |                    |                  | 12039           | 17145           | 17549.2                | 16,146                    |
| Curling Rinks                                | 16967         | 19496                | 24028                | 15620           | 11673              | 13760            | 12039           | 17145           | 16341                  | 16,146                    |
| Outdoor Pools                                | 16967         |                      | 24028                |                 |                    |                  |                 |                 | 20497.5                | 0                         |
| Trails (km)                                  | 514           | 390                  | 801                  | 822             | 584                | 459              | 170             | 429             | 521.0                  | 563                       |
| Multi-use Tennis Courts                      | 5656          | 1950                 | 6007                 | 1736            | 2918               | 4587             | 3010            | 2858            | 3590.0                 | 3,229                     |
| Parks sites only (not hectares)              | 808           | 487                  | 829                  | 919             | 1167               | 917              | 602             | 816             | 818.2                  | 734                       |
| Playgrounds                                  | 2121          | 780                  | 1144                 | 679             | 1297               | 573              | 523             | 816             | 991.8                  | 1,346                     |
| Golf Courses                                 |               |                      | 24028                | 15620           |                    |                  | 12039           |                 | 17229                  | 16,146                    |
| Outdoor Spray Park (Major)                   |               |                      |                      | 15620           | 11673              |                  | 12039           |                 | 13110.7                | 16,146                    |
| Special Use (BMX / Skateboard Park / Etc...) | 16967         | 19496                | 24028                | 15620           | 11673              | 13760            | 12039           | 17145           | 16341                  | 16,146                    |
| Football Fields                              | 8484          | 9748                 | 24028                | 15620           | 11673              |                  |                 |                 | 13910.5                | 16,146                    |

| Population Ratio           |               |                      |                      |                 |                    |                  |                 |                 |                        |                           |
|----------------------------|---------------|----------------------|----------------------|-----------------|--------------------|------------------|-----------------|-----------------|------------------------|---------------------------|
|                            | City of Leduc | City of Spruce Grove | City of Lloydminster | City of Camrose | City of Wetaskiwin | Town of Cochrane | Town of Canmore | Town of Okotoks | Average Standard Ratio | City of Fort Saskatchewan |
| Outdoor Rectangular Fields | 3393          | 1772                 | 24028                | 2603            | 1167               | 1720             | 1720            | 1429            | 4729.1                 | 1,242                     |
| Artificial Turf Fields     |               | 9748                 |                      |                 |                    |                  |                 |                 | 9748                   | 0                         |
| Ball Diamonds              | 1131          | 3899                 | 1602                 | 2231            | 1297               | 1529             | 2408            | 1559            | 1957.0                 | 557                       |
| Outdoor Rinks              | 3393          | 9748                 | 3004                 | 1302            | 3891               | 6880             | 2007            | 17145           | 5921.1                 | 8,073                     |

As can be seen, Fort Saskatchewan provides a broad spectrum of recreation, culture and parks facilities. The City is comparable to average provision ratios, based on population, for most facilities. The areas where the City is significantly better than average ratios include:

- Community meeting rooms
- Social banquet spaces
- Indoor program rooms
- Rectangular fields
- Ball diamonds

The areas where the City is significantly below average ratios include:

- Indoor field houses
- Tennis courts (Note: were reduced over the last several years due to lack of use)

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

The following sections outline the existing context and future requirements for recreation, culture and parks facilities in the City. The information regarding current facility usage has been compiled by City administration.

The trends information has been compiled through the review of industry publications, and analysis of the Alberta Recreation Survey. The Alberta Recreation Survey is a time series survey with data collected every 4 years. The survey began in 1980 and is facilitated through Alberta Tourism, Parks and Culture. The latest survey data available is from 2004.

The following development priorities have been categorized into indoor / outdoor active / passive use. Indoor and outdoor priorities are fairly self explanatory but the terms active and passive, for the purposes of this study, are meant to differentiate between organized / programmed activities (active) and unorganized, unstructured spontaneous activities (passive). This is based on a fundamental shift that is occurring in recreation and culture activity.

Over the past number of years, it would appear that the type of recreation programming is shifting from highly structured activities offered to the masses, to niche marketing, programs that meet individualized participation, drop-in activities, and spontaneous participation (David Foot. Boom, Bust and Echo – How to Profit from the Coming Demographic Shift. 1996; Trendspotting. ARPA Conference. 1996).

When Canadians were asked if they participated in unorganized physical activity or sport (such as walking or bicycling) 70% had indicated positively. In contrast, when asked if they had participated in an organized physical activity or sport (such as aerobics, walking clubs, or baseball), approximately 33% had engaged in this type of activity in the past year (2004 Physical Activity Monitor – Local Opportunities for Physical Activity: Trends from 1999 – 2004. CFLRI, 2004). This information indicates a larger proportion of residents taking part in unstructured activities; therefore, facilities and programming for less structured activities may accommodate a higher percentage of the population.

The 2004 Alberta Recreation Survey reported organized sport participation levels fell to 34% from 45% in 1992. Statistics Canada (February 2008) reports that overall participation in organized sport is decreasing. In 2005, 3 out of 10 Canadians over the age of 15 reported participation in organized sport, down from 5 out of 10 in the early 1990's. People are seeking individualized, informal pursuits that can be done alone or in small groups, at flexible times, often near or at home.

Recreation facilities, programs, and services must be flexible to meet new and changing demands and interests that are of high quality and sufficiently flexible (spontaneous participation) to meet the needs of a variety of clientele. Outdoor spaces must be designed to accommodate both informal use (trails, passive parks) and dedicated sports fields. For example, trails leading to the dedicated spaces encourage active transport and participation in both informal and dedicated recreational activities.

The following development priorities have been identified considering expected population growth, participation trends and usage of existing facilities. It is important to note that development of any of the following priorities needs to follow / consider the planning and development frameworks presented in this Master Plan. It is also important to note that although the following sections outline resource requirements for specific facilities, where and how these resources should be developed is outlined in the indoor and outdoor facility development strategy sections of this Master plan.

The following sections summarize the recommended future development priorities for indoor and outdoor active and passive use resources. **For further detailed analysis, please refer to Appendix #6: Resource Requirements Background.**

## Outdoor Active Use

Outdoor active use facilities for the most part include ball diamonds, rectangular fields (soccer, football, field hockey, etc...) tennis courts, and other outdoor spaces that are rented by user groups. These spaces are typically measurable in terms of capacity use as they are accessed on an hourly basis by organized sport groups. Although spaces such as toboggan hills, trails and water spray / splash parks would intuitively also be considered active, they are categorized as passive since they are accessed spontaneously.

| Resource      | Discussion                                                                                                                                                                                                                                  | Future Requirement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ball Diamonds | <p>Existing diamonds are well utilized (70%-85% capacity).</p> <p>Majority adult / youth program needs are being met.</p> <p>Additional diamonds required in relation to population growth.</p> <p>Participation expected to be stable.</p> | <p>Additional ball diamonds in 2019 (medium growth assumptions) at recommended ration per population growth. At least one diamond to be developed when population reaches 28,000 or when existing groups partner and provide capital development monies for new facilities (see partnership framework).</p> <p>Note: Urban housing slated to increase around the Dow Centennial Fields will likely lead to conflict (noise, lighting, etc...) in the future. The City should begin to allocate new lands for an alternative sports field complex to replace the Dow Field site in the future. Lands at the Dow Centennial Complex and future industrial reserve lands may become worthy options.</p> |

| Resource           | Discussion                                                                                                                                                                                                                                                                                                   | Future Requirement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Rectangular Fields | <p>Existing fields are meeting majority adult / youth soccer program needs.</p> <p>Football program needs are met for practicing but home games need to be hosted outside the community.</p> <p>Additional fields required in relation to population growth.</p> <p>Participation expected to be stable.</p> | <p>Additional rectangular fields in 2022 (medium growth assumptions) at recommended ration per population growth. At least one field to be developed when population reaches 32,000.</p> <p>If groups such as minor football, minor soccer and the high school wish to explore the development of a "home field" (natural or artificial turf) the City should facilitate a partnering process to determine feasibility and need (see partnership framework). This should occur only if groups are organized and are willing to contribute to feasibility study costs.</p> |
| Golf Courses       | <p>Course has local membership base.</p> <p>Course is limited to host tournaments (9 holes).</p> <p>There are a variety of golf courses in the Capital region.</p>                                                                                                                                           | <p>Continue with current situation at the existing golf course and if demand for renovations or enhancements to existing facilities at the location surface, use partnering framework to determine feasibility of proposal.</p> <p>Continue to explore potential private golf course development in the river valley and work with the private sector in determining feasibility. It is not recommended that the City explore golf course development as a primary stakeholder at this point.</p>                                                                         |
| Tennis Courts      | <p>Small participation base.</p> <p>Court provision has been cut back in recent past due to limited use.</p>                                                                                                                                                                                                 | <p>No requirement for future development at this point.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

## Outdoor Passive Use

Outdoor passive use facilities include toboggan hills, open green fields, trails and water spray / splash parks. Outdoor spaces such as ball diamonds, rectangular fields (soccer, football, field hockey, etc...) and tennis courts could be considered passive in some cases but for the most part the fact that they are rented by user groups for exclusive use (i.e. the general public can not utilize the facilities while they are being booked) exclude them from analysis as passive use areas. For the most part, these passive use areas are categorized as passive since they are accessed spontaneously.

| Resource                        | Discussion                                                                                                                                                                                                                           | Future Requirement                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Trails                          | <p>Walking, jogging and bicycling are very popular activities of residents and trails are the number one household development priority.</p> <p>Connectivity within the community as well as to adjacent resources is important.</p> | <p>Continue to develop trails in new subdivisions based on the trail hierarchy proposed in the open space standards and guidelines.</p> <p>Review ability to connect north and south trail networks.</p>                                                                                                                                                                                                                                                                                      |
| Parks, Playgrounds and Tot Lots | <p>Well-utilized, important neighborhood resources offered by the City.</p> <p>Move to naturalized parks where appropriate may lead to operating efficiencies.</p>                                                                   | <p>Continue to provide parks and open spaces based on the open space guidelines provided.</p> <p>Review existing maintenance schedules for parks and where possible, look to implement non-manicured / naturalized areas throughout the existing parks system.</p> <p>Where new or renovated parks spaces are required, look to new trends in park development such as new types of equipment, naturalized playscapes and environmentally friendly materials in park feature development.</p> |

| Resource      | Discussion                                                                                                      | Future Requirement                                                                                                                                                                                                                                                                              |
|---------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outdoor Pools | Although current aquatics needs are being met by the Harbour Pool, an outdoor pool was a priority of residents. | Immediate development of an outdoor swimming pool is not recommended, however if future indoor aquatics development is to occur, it is recommended that the city explore the use of the existing Harbour Pool tank as an outdoor swimming venue.                                                |
| Outdoor Rinks | Leisure skating and ice sports are popular community activities.<br><br>Outdoor rinks promote spontaneous use.  | Maintain existing outdoor rinks and development of any new rinks should only be in concert with a summer use venue (i.e. multi-use courts in the summer, outdoor rink in the winter). At least one additional outdoor boarded rink and snow bank rinks as required as new neighborhoods expand. |

## Indoor Active Use

Indoor active use facilities, much like outdoor active use facilities, are facilities that are typically programmed through facility rentals. Facility elements such as ice arenas, indoor fields and lane swimming tanks all fall under this category. These facilities can be measured in terms of capacity use and typically are accessed during defined “prime time” user hours.

| Resource      | Discussion                                                                                                                                                                | Future Requirement                                                                                                                                                                                                                                                                                                                                                |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Indoor Fields | Existing facility is only utilized approximately 60% of prime time capacity for indoor soccer.<br><br>Reprogramming of area may allow for increased facility utilization. | Immediate development of an additional indoor field is not recommended.<br><br>Increased / expanded programming of the existing indoor field facility is recommended to go beyond indoor soccer and into other indoor field sports to increase overall utilization.<br><br>Once the population reaches 30,000 it is recommended that an additional field house be |



| Resource         | Discussion                                                                                                                                                                  | Future Requirement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  |                                                                                                                                                                             | <p>explored with development to occur at the Dow Centennial Centre.</p> <p>If demand for an additional field house facility surfaces before then, it is recommended that the partnering framework be utilized to plan for and develop new indoor field facilities.</p>                                                                                                                                                                                                                                                                                                                                                                                             |
| Program Aquatics | <p>Includes lessons, swim club / competition and aquatics fitness classes.</p> <p>Harbour Pool accommodates program aquatics but is not ideal for hosting competitions.</p> | <p>The need for an indoor aquatics venue in the community is apparent. Although the Harbour Pool is meeting needs in the community, it is not ideal for either program or leisure use.</p> <p>When major facility retrofits are required, it is recommended that the City complete a detailed cost / benefit analysis as to whether or not to renovate Harbour Pool or develop a new indoor aquatics centre.</p> <p>If the optimum option is to develop new, the existing tanks should be assessed for capacity as an outdoor swimming pool and a new facility should be built at the Dow Centennial Centre site to include both leisure and program elements.</p> |
| Indoor Ice       | <p>Existing facilities are utilized 83% to 91% of prime time capacity.</p> <p>Arenas are a high priority of residents.</p>                                                  | <p>The first priority for indoor ice facilities is to maintain existing facilities. As the provision of these facilities is consistent with other similar sized municipalities, the number of sheets is appropriate for the existing population however, programmatic issues should be addressed in the short term in existing facilities.</p> <p>If addressing issues in existing facilities requires major capital</p>                                                                                                                                                                                                                                           |

| Resource                            | Discussion                                                                                                                                                                                                                                      | Future Requirement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                     |                                                                                                                                                                                                                                                 | <p>expenditure, it is recommended that detailed cost / benefit analysis be undertaken to see if new facility development is a more viable option than retrofitting existing facilities. If new facility development is the optimum option, the development of another ice sheet at the Dow Centennial Centre is recommended.</p> <p>Future development of ice arenas should aim to support a provision ratio of at least one per 7,500 residents. Based on expected population growth (medium assumptions) this would equate to the need for a fourth ice arena by 2030 with planning beginning in 2028.</p> |
| Performing Arts Venues              | <p>Existing Shell Theatre is utilized approximately 66% of capacity.</p> <p>Size of venue allows for excess demand to be handled by multiple shows.</p>                                                                                         | Continue to operate and maintain the existing Shell Theatre.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Historical / Interpretive Resources | <p>Community has a number of historical resources.</p> <p>The City and Historical Society have developed a Strategic Plan for the orderly development of facilities that promote the stewardship of Fort Saskatchewan's Historic Resources.</p> | Continue with the implementation of the 2006 Strategic Plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Community Meeting / Social Banquet  | Existing multi-use rooms throughout the City are utilized by local groups                                                                                                                                                                       | Continue to operate and maintain existing community meeting / program rooms.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

| Resource              | Discussion                                                                                               | Future Requirement                                                                                                                                                              |
|-----------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| / Program Rooms       | and for special events.<br><br>No need for more capacity has been identified at this point in time.      | Explore the inclusion of new community meeting / program rooms when new facilities are developed.                                                                               |
| Gymnastics Facilities | Non-municipal activity.<br><br>Existing club has dedicated storage space but no dedicated program space. | Following the partnering framework, and given that the pre requisites are met, assist the group in determining feasibility of and planning for a dedicated gymnastics facility. |
| Seniors Facilities    | Facilities operated y non-profit associations.                                                           | Following the partnering framework, and given that the pre requisites are met, assist the group in determining feasibility of and planning for desired seniors facilities.      |

## Indoor Passive Use

Indoor passive use facilities include walking tracks, fitness areas, indoor child play and non-rentable gymnasium spaces. Indoor spaces such as indoor fields and ice arenas could be considered passive in some cases but for the most part the fact that they are rented by user groups for exclusive use (i.e. the general public can not utilize the facilities while they are being booked) exclude them from analysis as passive use areas. For the most part, these passive use areas are categorized as passive since they are accessed spontaneously.

| Resource       | Discussion                                                    | Future Requirement                                                                                                              |
|----------------|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Walking Tracks | Walking and jogging are very popular activities of residents. | Maintain existing walking track.<br><br>Incorporate new walking track facilities into new facility development where available. |

| Resource          | Discussion                                                                                                                                                                                                                                                                               | Future Requirement                                                                                                                                                 |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leisure Aquatics  | <p>Leisure aquatics is a very popular indoor activity of residents and was the highest indoor development priority of households.</p> <p>Leisure aquatics needs are being met at the Harbour Pool although innovation in leisure aquatics development has changed user expectations.</p> | Explore the development of an indoor aquatics venue at the Dow Centennial Centre in the mid-long term.                                                             |
| Indoor Child Play | Indoor child play areas are well utilized at the Dow Centennial Centre and demands for expanded facilities have been observed.                                                                                                                                                           | Explore the expansion of the indoor child play areas at the Dow Centennial Centre through retrofit / reprogramming of existing areas (that are not well utilized). |
| Gymnasium Spaces  | Existing gymnasium is utilized on a spontaneous basis.                                                                                                                                                                                                                                   | No future development required at this point.                                                                                                                      |

## Facility Assessments and Recommendations

In November 2007, Architecture | Arndt Tkalcic Bengert was requested by RC Strategies to provide a general review of existing facilities in Fort Saskatchewan, Alberta. This information was then reviewed with the Needs Assessment and Feasibility Study prepared by RC Strategies, to explore the public building needs associated with the existing culture and recreation facility infrastructure in Fort Saskatchewan.

Upon reviewing the existing facilities (complete analysis charts are included in Appendix #3), it was noted that the building components for each of the buildings that required either programmatic or building related enhancements were as follows. Note: Information from the City's 2008 Capital Plan is also included in the table.

**City Owned and Operated:**

|                               |                                                                                                                                                                                                                                                                                                       |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>JRC:</b>                   | <ul style="list-style-type: none"> <li>Ice plant OK.</li> <li>Public Spaces Upgrade, Public Washrooms, and Dressing Rooms: +/- \$8.6 mil (Fort Saskatchewan Public Works Capital Plan).</li> </ul>                                                                                                    |
| <b>Sportsplex</b>             | <ul style="list-style-type: none"> <li>Provide two new dressing rooms</li> <li>Retrofits of existing dressing rooms: +/- \$2 mil - \$4 mil</li> <li>Note: City 2008 Capital Plan budgets \$812,000</li> </ul>                                                                                         |
| <b>Museum</b>                 | <ul style="list-style-type: none"> <li>Structural, building envelope and mechanical: \$1.5 mil over twenty years (City 2008 Capital Plan)</li> </ul>                                                                                                                                                  |
| <b>CN Train Station:</b>      | <ul style="list-style-type: none"> <li>OK.</li> <li>Provincial Historic Resource.</li> </ul>                                                                                                                                                                                                          |
| <b>Harbour Pool:</b>          | <ul style="list-style-type: none"> <li>Sightline / guarding issues.</li> <li>Family change areas.</li> <li>Re-grout.</li> <li>Roof replacement with SBS</li> <li>Refinish stucco.</li> <li>Lighting replacement.</li> <li>Low recovery rate.</li> <li>2008 City Capital Budget \$1.055 mil</li> </ul> |
| <b>Riverside Hall:</b>        | <ul style="list-style-type: none"> <li>Minor repairs and ongoing maintenance.</li> <li>+/- \$1 mil.</li> </ul>                                                                                                                                                                                        |
| <b>Dow Centennial Centre:</b> | <ul style="list-style-type: none"> <li>More Childcare space.</li> <li>Minor maintenance upgrades.</li> <li>Review Leisure Ice.</li> <li>Floor and turf replacements: \$710,000 (2008 City Capital Budget)</li> </ul>                                                                                  |
| <b>Library:</b>               | <ul style="list-style-type: none"> <li>Renovation / Expansion</li> <li>\$6 mil (note: 2008 City Capital Plan budgets \$5.45 mil)</li> </ul>                                                                                                                                                           |

**Club / Association Operated:**

|                                |                                                                                                                                                                            |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Golf Clubhouse:</b>         | <ul style="list-style-type: none"> <li>Complete Retrofit Required.</li> <li>Build New: +/- \$6 mil.</li> </ul>                                                             |
| <b>Curling Rink:</b>           | <ul style="list-style-type: none"> <li>Recent Renovations.</li> <li>New Public Area Finish Upgrades: +/- \$2.5 mil.</li> </ul>                                             |
| <b>Legion / Community Hall</b> | <ul style="list-style-type: none"> <li>Suspended ceiling repairs</li> <li>Parking upgrades</li> <li>Wall upgrades</li> <li>\$110,000 (2008 City Capital Budget)</li> </ul> |

cont...

Upon reviewing the facility assessments, it is evident that close to \$22 million (2008 dollars) will be required to repair, renovate and expand current infrastructure to ensure for its ongoing sustainability.

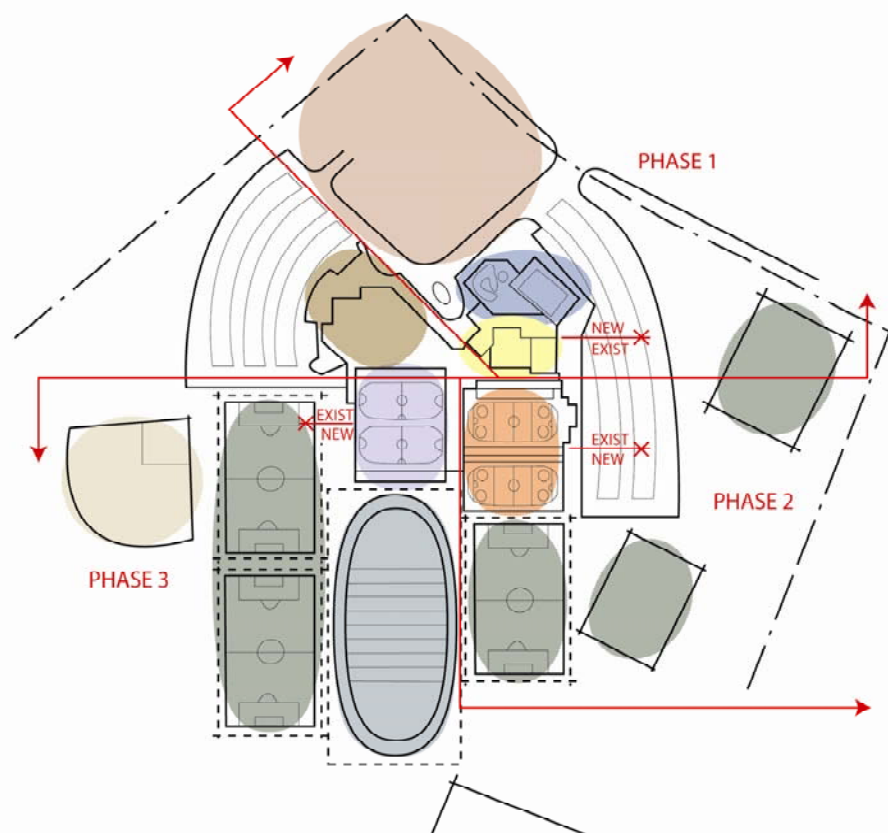
The functional analysis is also to be read in conjunction with the Public Consultation, Trends and Population Analysis (Appendix #2) as prepared by RC Strategies and the previous sections (Resource Requirements). The study team has identified demand in the community for the development of the following key areas:

- Aquatics facility development at the Dow Centennial Centre
- Increased Fitness Space at the Dow Centennial Centre
- Multipurpose Space at the Dow Centennial Centre incorporated into facility retrofits or new development
- Regulation ice arena at the Dow Centennial Centre with the option of twinning the Jubilee Recreation Centre in the long term.
- Increased Childplay / Space Child Minding at the Dow Centennial Centre

Based on the aforementioned priorities, a review of the sites available, and the upcoming renovations for the existing facilities that will be required, a plan was developed to help prioritize decision making. A number of sites and concepts were developed and reviewed to reflect expansion needs for current and new infrastructure over the next twenty year period. The following concept graphics outline Sportsplex expansion, opportunities for expansion of the Jubilee Recreation Centre site and associated facilities and expansion of the Dow Centennial Centre and its related site. Key to the two primary destination nodes recommended (Dow Centennial Centre and Jubilee Recreation Centre) is the relationship in developing these resources as both indoor facility destinations as well as major outdoor park sites for the community.

Dow Centennial Centre and Park

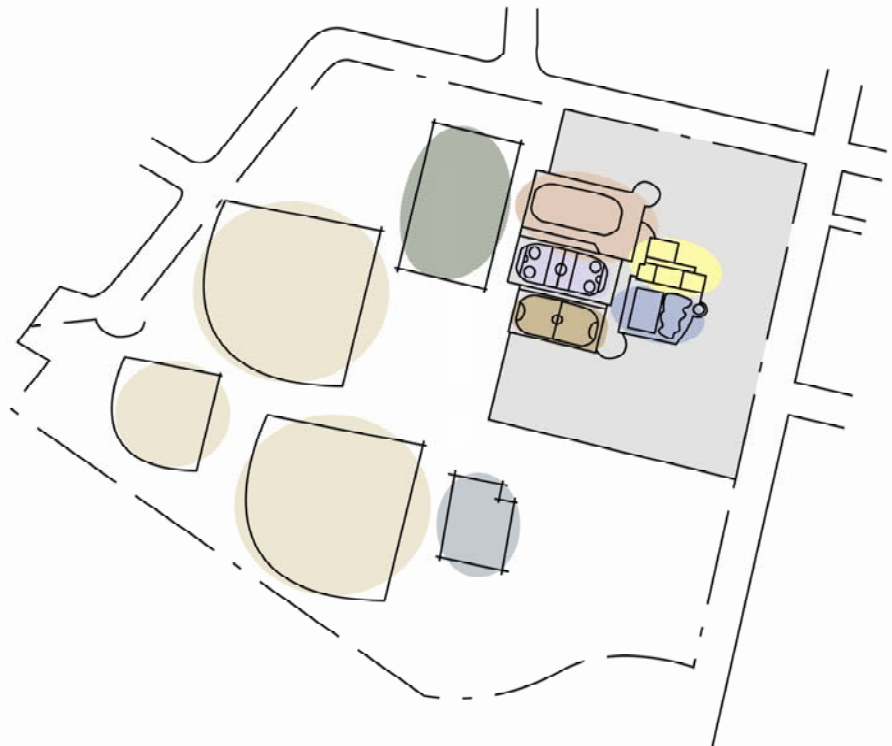
|                                                                                   |                   |                                                                                     |                          |
|-----------------------------------------------------------------------------------|-------------------|-------------------------------------------------------------------------------------|--------------------------|
|  | Diamond           |  | Performance Theatre      |
|  | Outdoor Field     |  | Fitness / Administration |
|  | Indoor Fieldhouse |  | Outdoor Track            |
|  | Aquatics          |  | Hotel                    |
|  | Indoor Arena      |                                                                                     |                          |





Jubilee Recreation Centre  
Facility Expansion Concept

|                                                                                   |                   |                                                                                     |                              |
|-----------------------------------------------------------------------------------|-------------------|-------------------------------------------------------------------------------------|------------------------------|
|  | Diamond           |  | Fitness / Administration     |
|  | Outdoor Field     |  | Existing Indoor Harbour Pool |
|  | Indoor Ice Rink   |  | Existing JRC Arena           |
|  | Indoor Pool       |                                                                                     |                              |
|  | Indoor Fieldhouse |                                                                                     |                              |



Jubilee Recreation Centre Park

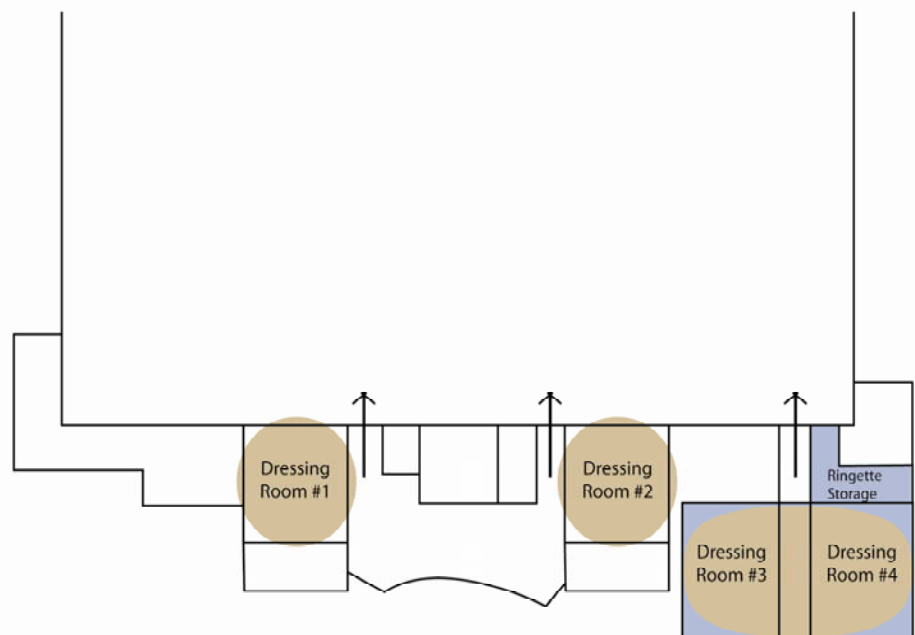
- |                                                                                                                   |                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
|  Diamond                         |  Football Stands / Change Rooms     |
|  Outdoor Field                   |  Pool & Ice Dressing / Change Rooms |
|  Outdoor Ice Rinks               |  Curling Club                       |
|  Outdoor Harbour Pool Retroft    |  Existing JRC Arena                 |
|  Concession Viewing Tower (360°) |                                                                                                                        |



## Sportsplex Expansion

- Provide two new dressing rooms
- Renovate two existing dressing rooms into one larger room

+ / - \$2 - 4 million



| TIMELINE       |               | RENOVATE                                                                                                                                                   | EXPANSION                                                                                                                                                                               | NEW                                                                                                                                                                                                          |
|----------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PHASE 1</b> | 0 - 10 Years  | <ul style="list-style-type: none"> <li>• JRC \$8.6 mil</li> <li>• Riverside Hall \$1 – 1.5 mil</li> <li>• No major operational impacts expected</li> </ul> | <ul style="list-style-type: none"> <li>• SPX \$2 – 4 mil</li> <li>• Harbour Pool \$2 – 4 mil (for retrofit to outdoor pool)</li> <li>• No major operational impacts expected</li> </ul> | <ul style="list-style-type: none"> <li>• Dow Centennial Centre – Pool / Childplay / Fitness Expansion \$20 – 30 mil</li> <li>• Approximately \$800,000 additional subsidy required for operations</li> </ul> |
| <b>PHASE 2</b> | 10 - 15 Years |                                                                                                                                                            | <ul style="list-style-type: none"> <li>• Library \$6 mil</li> </ul>                                                                                                                     | <ul style="list-style-type: none"> <li>• Arena @ DCC \$10 – 14 mil</li> <li>• New Four Season Outdoor Park \$10 – 15 mil</li> </ul>                                                                          |
| <b>PHASE 3</b> | >15 Years     |                                                                                                                                                            |                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• Multipurpose Space @ DCC \$7 – 8 mil</li> </ul>                                                                                                                     |

\* All dollar amounts in spring 2008 dollars – escalation, fees, expenses, G.S.T. not included.

Operational estimate explanations: The operational impact projections provided are meant to provide order of magnitude operational budgets to further explain the impacts that this approach will have on City budgets.

#### **Phase One:**

Renovate: Little or no significant operational impact expected as facility components and associated usage will not change.

Expansion: Little or no significant operational impact expected as facility components and associated usage will not change.

New: As this option includes the development of a new aquatics facility, the period in time where the Harbour Pool remains in existence will require additional operational subsidies approaching \$800,000 per year (based on 40% aquatics facility recovery). Note that this additional subsidy would not be required once the Harbour Pool is reprogrammed and/or discontinued.

The other additional facility elements are expected to have a positive impact on facility operations at the Dow Centennial Centre however the magnitude of these positive impacts is to be considered negligible at this point in time.

**Phase Two:**

Renovate: n/a

Expansion: The library expansion is expected to have an impact on operational subsidies required. The most appropriate method in calculating this additional subsidy will be to pro rate existing subsidy levels immediately prior to expansion based on existing and existing plus new square footage. A library study has been prepared by the City.

New: The operational impacts expected for the new arena at the DCC would be an increase in operational subsidy of \$100,000 (based on expected operational cost recovery of 75%)

The impacts of the new four season park (at the Jubilee Recreation Centre site), assuming that the elements of the parks include an outdoor swimming pool (-\$300,000), indoor change / washroom facility (-\$85,000), food and beverage service (+\$10,000), major outdoor bleacher spectator seating (-\$15,000) and premier rectangular fields (-\$100,000), are expected to be \$475,000.

**Phase Three:**

Renovate: n/a

Expansion: n/a

New: The new multipurpose space (indoor field house) slated for development at the DCC would include an expected additional subsidy of \$200,000 assuming 75% operational cost recovery

## 6. Financing Maintenance and Expansion

### Parks and Open Space

Land Requirement - This Plan recommends service ratios in allocating open space as follows:

- 1.5H / 1,000 pop for Neighbourhood Parks and Tot Lots
- 2.0H / 1,000 pop for Community level Parks and Sports Fields (e.g. major community School-Parks)
- 4.0H / 1,000 pop for Special Purpose and City Wide Park destinations (e.g. Dow fields)

Note: Lands allocated for schools not included.

By applying these service standards on a continuum of population growth, the progressive requirement for Parks development can be estimated.

Of interest, is that in 2008, the parks and open space supply (those lands maintained as parks by public works and excluding rural reserves and highway buffers) of approximately 160 Hectares, exceeds recommended standards applied for the next 20 years (in excess of 34 Hectares). This, for the most part, is due to the benefit of owning open space lands in the River Valley.

Tables 6.1a and 6.1b outline the recommended requirement for parks, open space lands and primary trails over the next 20 years. Data is presented in line with estimated population growth in five year increments.

Extrapolation of data would suggest an average open space requirement of 7.5 Hectares (18.5 Acres) per 1/4 section, a ratio that represents approx 11.6% open space as a component of over-all development excluding environmental reserves, natural areas, Public Utility Lots, and pathways. This exceeds that which is legislated as a maximum in the Municipal Government Act, but conforms to an approach by the City to employ higher densities for residential growth.

Table 6.1a

## FUTURE PARKS &amp; OPEN SPACE LANDS REQUIREMENT (2008-2027)

|                                                           | 2008<br>Current<br>Pop16,146                                      | 2013<br>Pop-21,066<br>(increase of<br>4,186) | 2018<br>Pop-26,363<br>(increase of<br>5,297) | 2023<br>Pop-32,739<br>(increase of<br>6,376) | 2027/28<br>Pop-38,232<br>(increase of<br>5,493) | 20 Year<br>Totals |
|-----------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------|----------------------------------------------|----------------------------------------------|-------------------------------------------------|-------------------|
| Parks & Open Space                                        | 160H<br>excluding<br>rural<br>reserves &<br>road right<br>of ways |                                              |                                              |                                              |                                                 |                   |
| Neighbourhood<br>Level @<br>1.5H/1,000 pop                |                                                                   | 6.3H                                         | 7.9H                                         | 9.6H                                         | 8.2H                                            | 32H               |
| Community<br>Parks @<br>2H/1,000 pop                      |                                                                   | 8.3H                                         | 10.6H                                        | 12.8H                                        | 11.0H                                           | 43H               |
| Regional<br>Special<br>Purpose Parks<br>@ 4H/1,000<br>pop |                                                                   | 16.7H                                        | 21.0H                                        | 25.5H                                        | 22.0H                                           | 85H               |
| Natural Areas                                             | One<br>identified<br>area (Fort<br>Sask Prairie)                  | As required                                  |                                              |                                              |                                                 |                   |
| 5 Year Totals                                             |                                                                   | 31.3H                                        | 39.5H                                        | 47.9H                                        | 41.2H                                           | 160H              |



Table 6.1b

**PRIMARY TRAILS REQUIRED**

| Year   | Population | Existing Supply of Primary Trails<br>(2.22km per 1,000 pop)<br>km | Required Primary Trail<br>(km) | Additional Required<br>(km) | Probable Costs<br>(50K per km) |
|--------|------------|-------------------------------------------------------------------|--------------------------------|-----------------------------|--------------------------------|
| 2008   | 16,146     | 37.5                                                              | -                              | -                           | -                              |
| 2013   | 21,066     | 37.5                                                              | 46.7                           | 9.2                         | \$460,000                      |
| 2018   | 36,363     | 37.5                                                              | 58.5                           | 11.8                        | \$590,000                      |
| 2023   | 32,739     | 37.5                                                              | 72.6                           | 14.1                        | \$705,000                      |
| 2028   | 38,232     | 37.5                                                              | 84.8                           | 12.2                        | \$610,000                      |
| Totals |            |                                                                   |                                | 47.3                        | \$2,365,000                    |

***Cost Impacts of New Parks & Open Space***

The costs of new parks and open space infrastructure resulting from new residential development (excluding school lands) in Fort Saskatchewan can be broken into three categories; costs of planning, cost for development and ongoing maintenance costs. The development industry pays the cost of development through lot sales / levies while the City is shown to absorb the cost of parks planning and maintenance. Table 6.1c outlines these costs in five year increments over the next 20 years. The cost on a per quarter section of development is presented in Appendix #3 and then inflated at a rate of 10% per year to reflect rising infrastructure costs. The unit cost per hectare in this projection has been derived from current per hectare costs as provided by the City (\$5,799 / H) increased by \$500 / H to ensure improved quality (\$6,299). An inflation factor of 10% and then inflated 10% per five year period for the next 20 years has been used to predict future operational costs (2% / year).

Table 6.1c

## COST IMPACTS OF NEW PARKS &amp; OPEN SPACE

(Note: Trails not included in capital – see Table 6.1b)

|                                                                                                                                                                                                                            | 2008-2013                     | 2014-2019                     | 2020-2025                     | 2026-2028                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------|-------------------------------|--------------------------------|
|                                                                                                                                                                                                                            | 31.3H                         | 39.5H                         | 47.9H                         | 41.2H                          |
| Developer Costs (with 10% per acre inflation)                                                                                                                                                                              | \$415,507<br>(@13,275/H)      | \$786,524<br>(@\$19,912/H)    | \$1,430,677<br>(@ 29,868/H)   | \$1,845,842<br>(@ \$44,802/H)  |
| Planning Costs (City)                                                                                                                                                                                                      | \$100,000                     | \$100,000                     | \$200,000                     | \$150,000                      |
| Ongoing Maintenance including Trails                                                                                                                                                                                       | \$1,080,000 @<br>\$6,928/H/yr | \$1,650,000 @<br>\$8,383/H/yr | \$2,200,000 @<br>\$9,220/H/yr | \$2,080,000 @<br>\$10,142/H/yr |
| * Current cost per hectare including trails maintenance = \$5,799/H                                                                                                                                                        |                               |                               |                               |                                |
| Total Incremental Annual Planning & Maintenance Costs to City                                                                                                                                                              | \$256,000                     | \$331,089                     | \$441,647                     | \$417,850                      |
| <p>Notes:</p> <p><i>The current parks budget (2008) shows net expenditures of \$927,900, by 2027 an annual budget for parks is forecast @ \$3,095,000</i></p> <p><i>Trails maintenance cost estimates are included</i></p> |                               |                               |                               |                                |

### Current and Projected Projects (Existing Open Space)

Over the next five to ten year period, a number of improvements to the existing Park system as well as planned initiatives and their estimated cost impact are listed as follows, along with the recommended need to budget annually for Environmental Stewardship initiatives, Urban Forestry and Regional Trail connections.

#### CAPITAL BUDGET EXPENDITURE AREA AND ESTIMATE

| Parks and Open Space                                                 | Budget Estimate | Priority |
|----------------------------------------------------------------------|-----------------|----------|
| Neighborhood Level                                                   |                 |          |
| 1. Improvement to existing neighborhood parks                        |                 |          |
| 1.1 Steele Park naturalization                                       | \$50,000        | Low      |
| 1.2 Diamond Park Trail Naturalization                                | \$35,000        | Medium   |
| 1.3 Elks Park Trail Naturalization                                   | \$20,000        | Low      |
| Community Level                                                      |                 |          |
| 2. Improvements to existing community parks                          |                 |          |
| 2.1 Jubilee Park Spray Park                                          | \$100,000       | Medium   |
| 3. Improvements to regional level / special purpose parks            |                 |          |
| 3.1 Dow Centennial Centre site sports fields and parking             | \$1,000,000     | Medium   |
| 4. River Valley / River Edge Park                                    |                 |          |
| 4.1 West River's Edge servicing, day use pavilion and naturalization | \$3,000,000     | High     |

| Parks and Open Space                                                                                                                             | Budget Estimate | Priority |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------|
| 4.2 Fort Centre Park (1 <sup>st</sup> Phase)                                                                                                     | \$3,000,000     | High     |
| 4.3 West River's Edge trails, planting, naturalization                                                                                           | \$500,000       | High     |
| 4.4 Fort Centre Park (2 <sup>nd</sup> phase)                                                                                                     | \$2,000,000     | Medium   |
| 4.5 West River's Edge                                                                                                                            | \$3,500,000     | Low      |
| 5. Environmental stewardship funding support of environmental initiatives (sensitive areas inventory, interpretation, etc...) and reserve lands. | \$50,000 / year |          |
| 6. Urban forestry – definition of City image routes (street tree planting), replacement, Planting and landscape treatment of roadway buffers.    | \$20,000 / year |          |
| 7. Regional initiatives – trail connections to adjacent municipalities, Heartland and along the North Saskatchewan River.                        |                 |          |

## Parks and Open Space Cost Impacts Summary

Table 6.2

### TWENTY YEAR COST IMPACT SUMMARY FOR PARKS AND OPEN SPACE

(CITY BUDGET PROJECTIONS) Note: values rounded

|                                                                                                                                                      | 2008-2013   | 2014-2017   | 2019-2023   | 2024-2028   |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|
| <b>Capital Costs New Neighborhood Parks</b> (from Table 6.1c)<br><br>(Dev't Industry Funded)                                                         | \$416,000   | \$787,000   | \$1,400,000 | \$1,800,000 |
| <b>Capital Cost Trails</b> (from Table 6.1b)<br><br>(City assumed to share costs with developers @ 50% as not all trails are in developer agreement) | \$460,000   | \$590,000   | \$705,000   | \$610,000   |
| <b>Capital Cost Current System Projects</b>                                                                                                          |             |             |             |             |
| Neighbourhood Park Improvement<br><br>(play area lifecycle, programs and rink upgrades – 2008 City Capital Budget)                                   | \$1,125,000 | -           | -           | -           |
| Community Park Improvement                                                                                                                           | \$100,000   | -           | -           | -           |
| Dow Centennial Centre Park Lands                                                                                                                     | \$1,000,000 |             |             |             |
| West Rivers Edge                                                                                                                                     |             | \$3,000,000 | \$500,000   | \$1,750,000 |
| Fort Centre Park                                                                                                                                     |             | \$3,000,000 | \$2,000,000 | \$1,750,000 |

|                                                                                                                                            | 2008-2013      | 2014-2017      | 2019-2023      | 2024-2028      |
|--------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|
| <b>Subtotal Capital Investment in Parks, Trails and Open Space</b>                                                                         | \$3,000,000    | \$7,377,000    | \$4,605,000    | \$5,910,000    |
| Probable City Cost<br><br>Including 50% cost of trails, current system projects and 30% of costs for West Rivers Edge and Fort Centre Park | \$2,450,000    | \$2,090,000    | \$1,100,000    | \$1,050,000    |
| <b>Planning and Ongoing Maintenance Costs</b>                                                                                              |                |                |                |                |
| - planning                                                                                                                                 | \$100,000      | \$100,000      | \$200,000      | \$150,000      |
| - maintenance parks and trails                                                                                                             | \$1,080,000    | \$1,650,000    | \$2,200,000    | \$2,080,000    |
| - environmental stewardship                                                                                                                | \$250,000      | \$250,000      | \$250,000      | \$250,000      |
| - urban forestry                                                                                                                           | \$100,000      | \$100,000      | \$100,000      | \$100,000      |
| - regional initiatives                                                                                                                     | \$50,000       | \$50,000       | \$50,000       | \$50,000       |
| <b>Subtotal Planning and Ongoing Maintenance Costs</b>                                                                                     | \$1,016,450    | \$1,216,925    | \$1,556,323    | \$1,454,752    |
| <b>Total Costs Per Five Year Period</b>                                                                                                    | \$4,030,000    | \$4,240,000    | \$3,900,000    | \$3,680,000    |
| Estimated Incremental Annual Capital and Operational Cost Impact to City                                                                   | \$806,000 / yr | \$848,000 / yr | \$780,000 / yr | \$736,000 / yr |

## Indoor Recreation and Culture Facilities

The development of major program facilities to service needs of any population is not always straight forward. Standards of supply seldom apply since the variables of cost, changing trends and over-all resource capabilities of the community are dynamic. Grant programs which support capital infrastructure are also cyclical and may not be available at a time when the community faces the greatest need.

The major leisure facilities which currently meet the program and leisure time needs of Fort Saskatchewan residents were all developed long after imminent needs were identified. For example, the Dow Centennial Centre was developed six to eight years after needs for theatre, indoor ice, fitness and gymnasium space were identified by local groups. The need for market analysis, feasibility assessment, schematic design, land assembly and public engagement / consultation precedes any development; not to mention the time necessary for funds resourcing. It takes a minimum of three and ideally five years from the initiation of a major facility project to its “door opening” to the public. Thus, in Fort Saskatchewan, needs for major facility spaces that are evident in the current population will not be satisfied until 2013 even if financial resources can be put in place.

Market growth in Fort Saskatchewan will no doubt accelerate needs for indoor leisure facilities at a far greater pace than in the past. This suggests that land assemblies, feasibility planning for priority needs and sound capital resourcing strategies commence immediately.

Planning for operational viability is yet another aspect that must preclude decisions to invest in any major facility. This is particularly true of aquatic centres, performing arts theatres and spaces which support the arts, crafts or not-for-profit community group programming. These types of facilities require a high public funding subsidy to sustain operations usually at levels no greater than 50% (1/2 of annual operational costs are recovered through operational revenues and fees, the other half comes from public tax sources.)

The Master Plan identifies the future priorities for indoor facility development, the phased development and the cost impacts to the City as follows.

The criteria used to set priorities were not solely based upon expression of public need, they also respond to levels of operational viability where-in a certain sized market, paying a certain price for access in an efficiently designed facility are examined. For example, based upon current and future participation levels, research identifies that there is a required market of close to 500 dedicated and registered as program users to support one indoor arena. With approximately 9% of any given population who will play ice sports, a population of at least 5,500 people is recommended. Similarly, an aquatic centre (like the Harbour Pool) which experiences sustained usership approaching 250,000 swim visits per year, is at capacity and additional water space is required

beyond that. However, a full market base of close to 15,000 people is required to sustain an aquatic centre at 40% - 50% cost recovery as long as a proper mix of leisure amenities are provided. This means that additional aquatics space needs to be planned but not put into place until the population begins to surpass 20,000 people and the existing pool is closed.

In the area of cultural facilities, current infrastructure provided for the visual and performing arts at all levels is well supplied with excess capacity for some years. There will be need for flexible cultural program space - e.g. rehearsal space, arts & crafts program space and dance space as components of new infrastructure.

### *Indoor Facility Cost Impacts Summary*

**Table 6.3**

#### **TWENTY YEAR COST IMPACT SUMMARY FOR INDOOR FACILITIES**

**(CITY BUDGET PROJECTIONS)**

**Note: values rounded**

|                                                                                                           | 2008-2013                                             | 2014-2019                                                    | 2020-2025           | 2026                |
|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------|---------------------|---------------------|
| Increased leisure and program aquatics<br>- Expansion to Dow Centennial Centre<br>- Retro of Harbour Pool | Market assessment & feasibility planning<br>\$100,000 | Construction<br>\$23,000,000 (2008)<br>(est. \$46 M in 2015) |                     |                     |
| Increased public fitness / wellness space<br>- Expansion to Dow Centennial Centre                         | "<br>(see above)                                      | \$3,000,000 (2008)<br>(est. \$6 M in 2015)                   |                     |                     |
| Multi-purpose program spaces                                                                              |                                                       | \$2,000,000 (2008)                                           | \$2,000,000 (2008)  | \$2,000,000 (2008)  |
| Indoor Regulation Ice                                                                                     |                                                       | \$12,000,000 (2008)                                          | \$12,000,000 (2008) | \$15,000,000 (2008) |



|                                                                                           | 2008-2013                                  | 2014-2019                                                 | 2020-2025                                           | 2026                                                |
|-------------------------------------------------------------------------------------------|--------------------------------------------|-----------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------------|
| Expansion to Dow and Replacement at JRC                                                   |                                            | (est. \$25 M in 2014)                                     | (est. \$40 - 50 M in 2020)                          | (est. \$45 -55 M in 2025)                           |
| Increased Child Play and Child Minding at the DCC                                         | Market assessment & feasibility (in above) | \$4,000,000 (2008)<br>(est. \$8 M in 2014)                |                                                     |                                                     |
| Renovation & Expansion of Existing Facilities<br><br>JRC / Riverside / SPX / Harbour Pool | \$13,310,000                               |                                                           |                                                     |                                                     |
| Gymnasium / Fieldhouse                                                                    |                                            |                                                           | \$8,000,000 (2008)<br>(est. \$20 M in 2020)         |                                                     |
| Library                                                                                   |                                            | \$6,000,000 (2008)<br>(est. \$10 M in 2014)               |                                                     |                                                     |
| <b>Total</b>                                                                              | <b>\$13,410,000</b>                        | <b>\$50,000,000 (2008)</b><br>(est. \$100 M in 2014-2015) | <b>\$37,000,000 (2008)</b><br>(est. \$67 M in 2020) | <b>\$17,000,000 (2008)</b><br>(est. \$52 M in 2025) |
| <b>Annual Incremental Cost Impacts of Facility Operations (Net Operating Estimates)</b>   | <b>Within current budget levels</b>        | <b>+\$800,000 net / year (library excluded)</b>           | <b>+ \$475,000 net / year</b>                       | <b>+ \$200,000 net / year</b>                       |

## Cost Impact Summary

“A twenty year investment in health and well being through recreation, culture and parks services”

The following table provides a summary predicting recreation, culture and parks infrastructure in Fort Saskatchewan over the next twenty years. Estimates are based upon current 2008 values for all categories and then inflated for each five year increment. As “best guesses” the predictability logically diminishes over the length of time forecasted heralding the importance of annual updates to the Plan thereby ensuring that changes to industry pricing, fiscal budget variances and many as yet unknown external factors are taken into account.

| Cost Impact Summary                                                                |                        |                        |                        |                        |          |
|------------------------------------------------------------------------------------|------------------------|------------------------|------------------------|------------------------|----------|
| Incremental Costs over the Next 20 Years                                           |                        |                        |                        |                        |          |
|                                                                                    | 2008-2013              | 2014-2019              | 2020-2025              | 2026-2028              | Totals   |
| Population Estimate<br>(Medium Growth Estimate)<br><br>(currently taken at 16,146) | 21,066<br><br>(+4,920) | 26,363<br><br>(+5,297) | 32,739<br><br>(+6,376) | 38,232<br><br>(+5,493) | +21,352  |
| Added hectares of parks<br>(currently 160H)                                        | 31.3 H                 | 39.5 H                 | 47.9 H                 | 41.2 H                 | 160 H    |
| Added kilometers of trail<br>(currently 37.5km)                                    | 9.2 km                 | 11.8 km                | 14.1 km                | 12.2 km                | 47.3 km  |
| Total Capital Cost of Parks and Open Space                                         | \$3 M                  | \$7.37 M               | \$4.6 M                | \$5.9 M                | \$20.9 M |
| Estimated City Funded Capital Cost                                                 | \$2.45 M               | \$2.09 M               | \$1.1 M                | \$1.05 M               | \$6.69 M |

| Cost Impact Summary                                                              |                                                |                                                          |                               |                                 |            |
|----------------------------------------------------------------------------------|------------------------------------------------|----------------------------------------------------------|-------------------------------|---------------------------------|------------|
| Incremental Costs over the Next 20 Years                                         |                                                |                                                          |                               |                                 |            |
|                                                                                  | 2008-2013                                      | 2014-2019                                                | 2020-2025                     | 2026-2028                       | Totals     |
| of Parks and Open Space (excludes developers contributions and external sources) |                                                |                                                          |                               |                                 |            |
| Total Indoor Facility Infrastructure                                             | \$13.41 M (renovations and expanding existing) | \$100 M (new pool, child play, fitness, ice and library) | \$67 M (replace / expand JRC) | \$52M (new field house and ice) | \$232.41 M |
| Total City Funded Indoor Facility Infrastructure                                 | \$13.41 M                                      | \$60 M (60%)                                             | \$40 M (60%)                  | \$31 M (60%)                    | \$144.4 M  |
| Total Capital Cost Estimates for Indoor Facilities, Parks and Open Space         | \$15.86 M                                      | \$62.09 M                                                | \$41.1 M                      | \$32.05 M                       | \$151.1 M  |
| Estimated Costs to Maintain Added Trails, Parks and Open Space (5 year period)   | \$216,000/yr                                   | \$401,000/yr                                             | \$511,647/yr                  | \$487,850/yr                    |            |
| Estimated Annual Net Incremental Costs to Operate New and / or Expanded          | -                                              | +\$0.8 M                                                 | +\$0.5M                       | +\$0.2M                         |            |

**Cost Impact Summary****Incremental Costs over the Next 20 Years**

|                                                                                                        | 2008-2013     | 2014-2019       | 2020-2025       | 2026-2028     | Totals |
|--------------------------------------------------------------------------------------------------------|---------------|-----------------|-----------------|---------------|--------|
| Facilities                                                                                             |               |                 |                 |               |        |
| Total Estimated Incremental Annual City Costs of Operations (inc. parks and open space and facilities) | \$216,000 /yr | \$1,200,000 /yr | \$1,010,000 /yr | \$687,850 /yr |        |
| Current Recreation, Culture and Parks Spending (\$7.9M/yr)                                             | \$8.112M/yr   | \$9.3M/yr       | \$10.31M/yr     | \$11M/yr      |        |

"40% increase in operational spending over the next 20 year period."

## Administrative Considerations

### PLANNING APPROVALS AND PROTOCOL

The City's role in coordinating, assessing, reviewing and approving of area structure plans, park system designs, park designs, public facility partnerships and public engagement processes will increase considerably over the next twenty year period.

Also, the ability to resource funding for projects, particularly indoor facility projects will depend upon partnerships and agreement setting with user groups and various other community sectors.

Should the partnering framework become successful, the estimated public facility investment of some \$115M (see table 6.3) over the next twenty years will reflect approximately \$69M (or 60%) investment through local taxes, close to \$30M from grant programs of senior governments and the remaining \$25M from community sources such as partnership investments, user group fundraising and financing and from sponsorships.

To provide efficient management of the Master Plan initiatives, the City is well advised to:

- a) Consider adding a Parks Planner Coordinator to liaise with developers and all departments to ensure orderly development of parks and open space resources.
- b) Consider adding an additional Community Development Coordinator which will be beneficial to work with potential partnering groups and assist with their business plan developments and funds resourcing.
- c) Ensure that all impacted departments and their personnel spend the necessary time to critique plans thereby ensuring that they meet requirements as set out in statutory plans as well as this Master Plan.

## 7. Summary and Action Plan

The 2008 City of Fort Saskatchewan Recreation, Culture and Parks Master Plan has been developed to help guide City Council and administration in the future provision of community facilities, parks and open spaces. It has been developed with consideration of a thorough needs assessment process including significant engagement from the public, assessment of existing resources by industry professionals and background research into community service trends, local population demographics and projections and; service levels / spending in comparable sized Alberta communities.

The following Parks and Open Space, Recreation and Culture Facility and Service Delivery goals provide the basis for the Master Plan and have been developed with consideration to the Needs Assessment findings and existing City strategic planning:

### **Parks and Open Space Goals**

- Goal 1: Parks that are close to home
- Goal 2: Parks with a greater diversity of outdoor recreation opportunities
- Goal 3: Consolidation of team sports fields at common sites
- Goal 4: Greater connectivity in the open space system
- Goal 5: Flexibility to adapt to future trends in participation
- Goal 6: Coordinate and develop regional open space systems
- Goal 7: Breathe life into the City's rich history

### **Recreation and Culture Facility Goals**

- Goal 8: Optimize use and enhancement of built infrastructure prior to investing in new development
- Goal 9: Ensure that locations and ample lands are identified, put in place and reserved for the development of future leisure facilities
- Goal 10: Complete market assessment and feasibility planning for all new facilities including the component expansion of the Dow Centennial Centre
- Goal 11: Invest in new recreation and culture infrastructure systematically to ensure sustainable operations
- Goal 12: Invest in infrastructure that responds to majority market needs
- Goal 13: Invest in "green" building design

Goal 14: Invest in multi-purpose facilities as a priority over single or dedicated use facilities

#### Service Delivery Goals

Goal 15: Provide a declaration of how the City will fund leisure infrastructure

Goal 16: The City will conduct, or ensure the completion of market assessments / feasibility analyses and business plans prior to making decisions to fund any public or public not-for-profit culture or recreation facilities.

Goal 17: The City will develop, adopt and implement a process, protocol and acceptance criteria for parks and open space when working with the development industry

Goal 18: The City will provide park, recreation and culture services and facilities with greater alliances between not-for-profit groups, associations and neighbouring municipalities

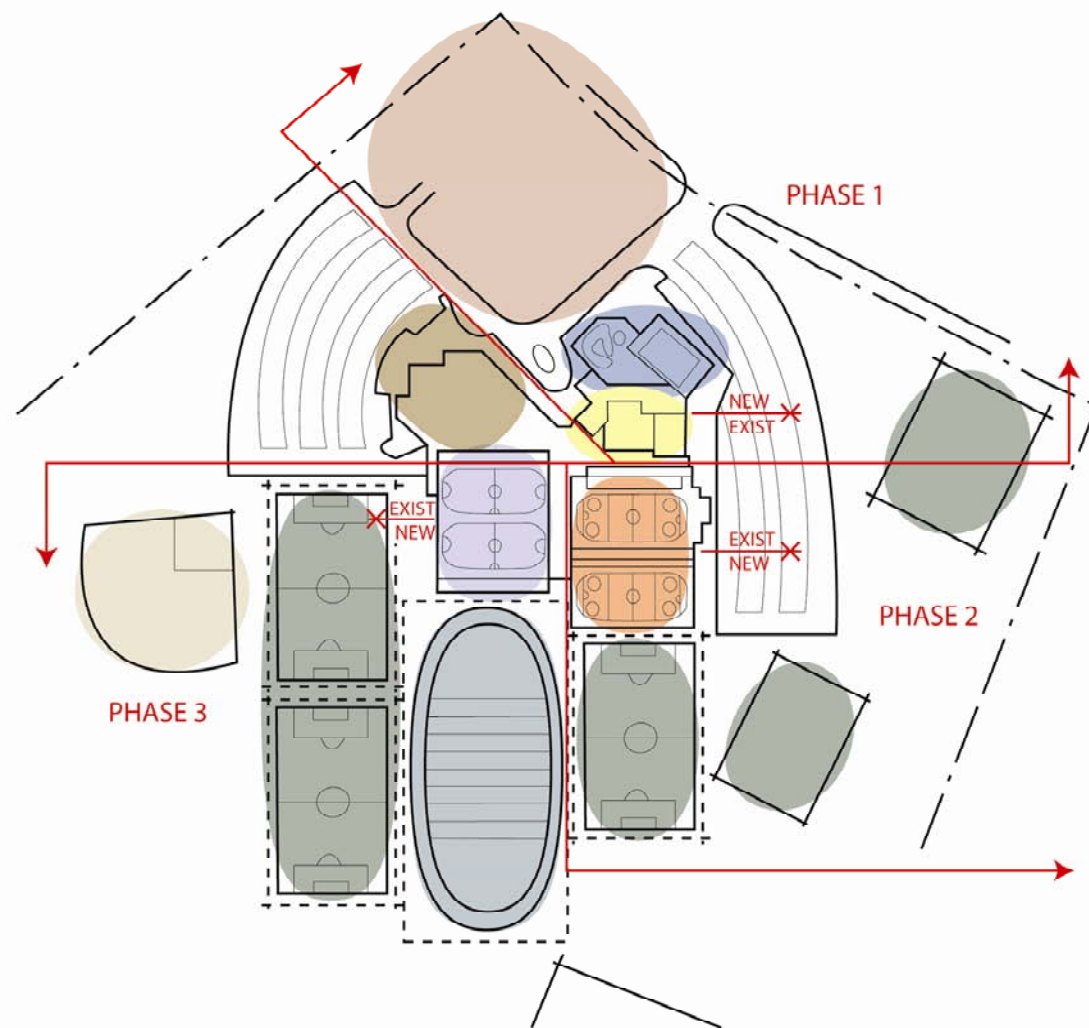
Based on these goals, the Plan includes planning guidelines, management tools and a classification system to help manage the ongoing provision of facilities, parks, open spaces and programs. The Plan ensures that future planning is transparent and uniform, yet flexible enough in adapting to changes in the local and regional market.

The Plan also provides a planning framework outlining when feasibility / business planning should occur for major community facilities, such as swimming pools and ice arenas, including specific market triggers (population thresholds, usage analysis and facility assessment). This framework will enable the Town to be proactive in planning new and / or upgraded facilities and parks that will service future needs as they arise.

Lastly, the Plan incorporates a number of strategic recommendations for future indoor development, outdoor development and programs which were identified through the needs assessment process. These recommendations include both specific improvements to existing parks as well as broad based planning nodes and future trails connections. The following maps explain major recommendations for the Dow Centennial Centre and Park, Jubilee Recreation Centre Park and a future trail Network Plan throughout the City.

Dow Centennial Centre and Park

|                                                                                   |                   |                                                                                     |                          |
|-----------------------------------------------------------------------------------|-------------------|-------------------------------------------------------------------------------------|--------------------------|
|  | Diamond           |  | Performance Theatre      |
|  | Outdoor Field     |  | Fitness / Administration |
|  | Indoor Fieldhouse |  | Outdoor Track            |
|  | Aquatics          |  | Hotel                    |
|  | Indoor Arena      |                                                                                     |                          |

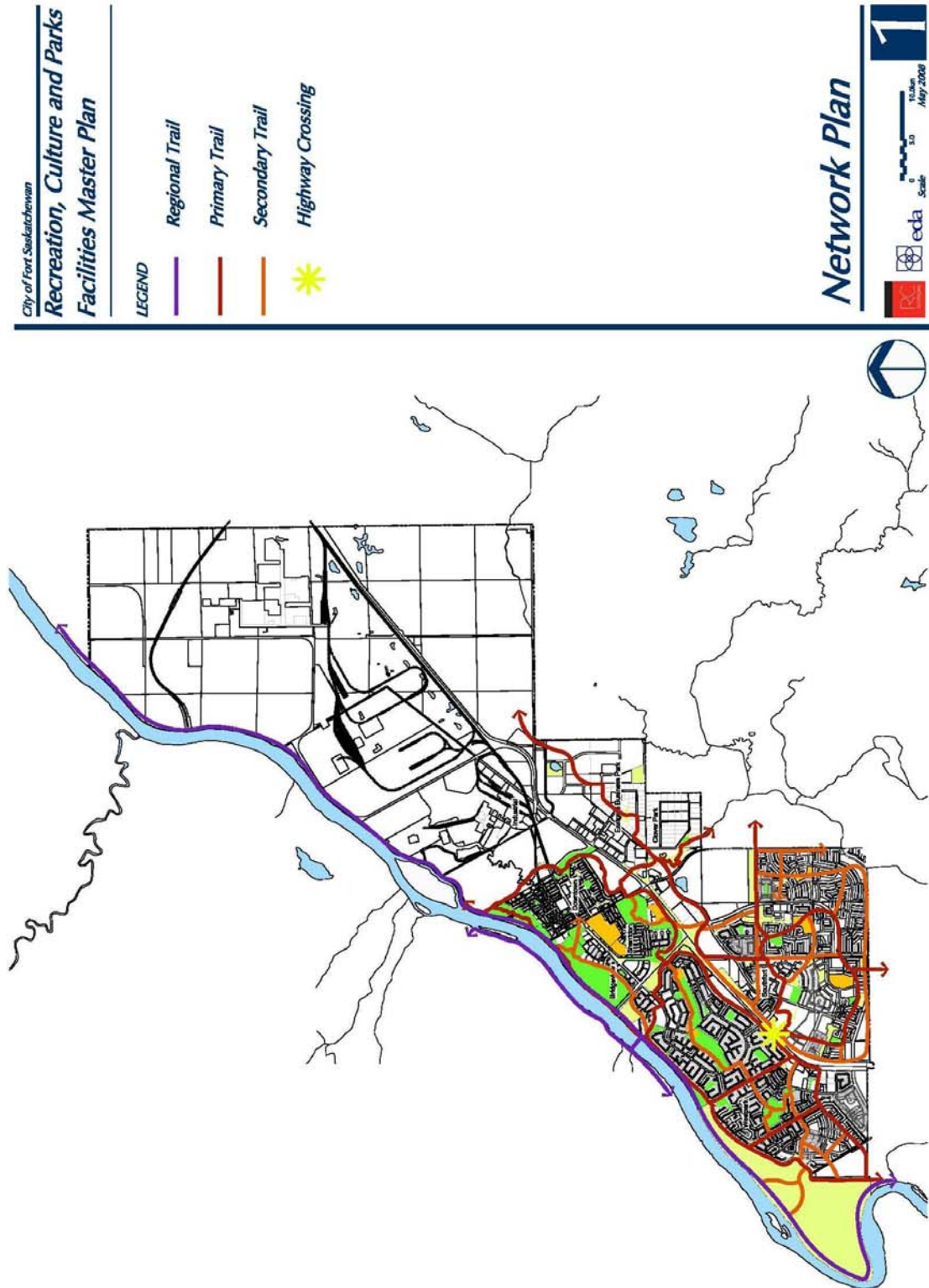




Jubilee Recreation Centre Park

- |                                                                                                                   |                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
|  Diamond                         |  Football Stands / Change Rooms     |
|  Outdoor Field                   |  Pool & Ice Dressing / Change Rooms |
|  Outdoor Ice Rinks               |  Curling Club                       |
|  Outdoor Harbour Pool Retrofit   |  Existing JRC Arena                 |
|  Concession Viewing Tower (360°) |                                                                                                                        |





Although the needs and demands from the community are real, initiatives such as new swimming pools and other major facility developments are not operationally sustainable at current City population levels. That being said, this Plan has identified these community development initiatives as requiring further investigation when specific population thresholds and other contingencies are met.

This Plan has been developed by the residents of Fort Saskatchewan for the Residents of Fort Saskatchewan. Once accepted, in principle, by City Council, the Plan will guide the orderly development of recreation, culture and parks facilities for the future.

In order for this Master Plan to accomplish the recommendations contained herein, a call to action for all community stakeholders has to be adhered to. The roles of community stakeholders are outlined as follows:

A call to action for Residents and Stakeholder Groups to...

- Provide feedback to City Council and administration at all forums;
- Continue to be active, and be ambassadors for the value that community facilities, parks and programs have in the community;
- Continue to provide needed volunteer operated programs and services in the community;
- Continue to volunteer and enable the City to help where it needs to in sustaining volunteer organizations and programs; and
- Be patient in requests for needed infrastructure realizing that the Town has many priorities to balance that stretch beyond community services.

A call to action for City Administration and Council to...

- Continue to empower residents and stakeholder groups by engaging them in planning exercises for future community services facilities, parks and programs;
- Work with potential partners, including non-profit groups, adjacent municipalities and the private sector to meet majority needs and lever public funding;
- Utilize the Master Plan in dealing with infrastructure requests, private sector land developers and in managing existing and future resources;
- Work with land developers in ensuring that the development process leaves the City and residents with well designed, needed, and efficiently maintained parks and open spaces;

- Plan for future land requirements / acquisition beyond traditional municipal reserve allotments for City wide indoor and outdoor “Major Leisure Lifestyle Hubs”; and
- Follow the strategic directions set forth in this plan to help guide future development and ultimately balance public investment and needs for future facility, parks and program development.

A call to action for the Business Community to...

- Become ambassadors for the value that community facilities, parks and programs have in the community and invest, where possible, in sustaining these public goods

## Appendices

### #1 Long Term Growth Analysis (U of A)

## #2 Public Consultation, Trends and Population Analysis (RCS)

## #3 Indoor Facility Assessments / Options (Arch | ATB)

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#### APPENDIX A –FACILITY ASSESSMENT METHODOLOGY

## 1.0 PROJECT DESCRIPTION

In November 2007, Architecture | Arndt Tkalcic Bengert was requested by RC Strategies to provide a general review of existing facilities in Fort Saskatchewan, Alberta. This information was then reviewed with the Needs Assessment and Feasibility Study prepared by RC Strategies, to explore the public building needs associated with the existing recreation facility infrastructure in Fort Saskatchewan.

Upon reviewing the existing facilities (complete analysis charts are included in Appendix A), it was noted that the building components for each of the buildings that required either programmatic or building related enhancements were as follows:

|                             |                                                                                                    |
|-----------------------------|----------------------------------------------------------------------------------------------------|
| <b>JRC:</b>                 | Ice plant OK.<br><br>Public Spaces Upgrade, Public Washrooms, and Dressing Rooms: +/- \$5 – 6 mil. |
| <b>CN Train Station:</b>    | OK.<br><br>Provincial Historic Resource.                                                           |
| <b>Harbour Pool:</b>        | Guarding Issues.<br><br>Family Change Areas.<br><br>Low Recovery Rate.                             |
| <b>Riverside Clubhouse:</b> | Minor repairs and ongoing maintenance.<br><br>+/- \$1 mil.                                         |
| <b>Dow Centennial:</b>      | More Childcare space.<br><br>Minor maintenance upgrades. Review Leisure Ice.                       |
| <b>Library:</b>             | Renovation / Expansion<br><br>\$6 mil                                                              |
| <b>Golf Clubhouse:</b>      | No Banquet Facilities.<br><br>Complete Retrofit Required.<br><br>Build New: +/- \$6 mil.           |



**Sportsplex:**

Roof repairs, interior doors, change room benches and mechanical upgrades required: \$455,000

**Curling Club:**

Recent Renovations.

New Public Area Finish Upgrades: +/- \$2.5 mil.

---

**APPENDIX A****1.0 FACILITY ASSESSMENT METHODOLOGY****.1 Facility Review**

The facility review was carried out in November 2007, and included the following:

- .1 Visual analysis only of the facility by Architectural Consultants were undertaken on site. No destructive testing of systems was used but a visual analysis of all areas of the facility was carried out and documented.
- .2 Review of existing drawings (where available), and other related facility data to gain an understanding of constructional and environmental systems.
- .3 Interviews with key building occupants to obtain a detailed understanding of system performance and functional issues.

**.2 Detailed Facility Condition Reports**

All of the information identified during the facility assessment was then documented in the Facility Condition Reports attached. Upon review and discussion with Staff, some items related to Structural, Mechanical and Electrical concerns were identified. These descriptions identify the particular system, a description of its components, and a description of the condition of each of the components in a rating from 1 to 6 with respect to the relative current condition of these components. This facility detailed descriptions provides the background for all of the summarization information in the body of the report. These reviews are preliminary only and should not be used for any purpose other than general planning.

### .3 Facility Assessment Summaries

The Facility Condition Report was then summarized into a chart format, identifying the condition of the facility and its cost to upgrade. The chart is formatted to contain the following information:

.1 The following are Component references that are consistent with those used in the Detailed Facility Condition Reports for continuity of data.

.2 Condition Rating (1 to 6): The ratings assessed by the Consultant Team are as follows:

|                     |                                                         |
|---------------------|---------------------------------------------------------|
| (1) <i>Critical</i> | Unsafe, high risk of injury or critical system failure. |
|---------------------|---------------------------------------------------------|

|                 |                                                                                                        |
|-----------------|--------------------------------------------------------------------------------------------------------|
| (2) <i>Poor</i> | Does not meet requirements, has significant deficiencies. May have high operating / maintenance costs. |
|-----------------|--------------------------------------------------------------------------------------------------------|

|                     |                                                                                                               |
|---------------------|---------------------------------------------------------------------------------------------------------------|
| (3) <i>Marginal</i> | Meets minimum requirements, has significant deficiencies. May have above average operating maintenance costs. |
|---------------------|---------------------------------------------------------------------------------------------------------------|

|                       |                                                                                        |
|-----------------------|----------------------------------------------------------------------------------------|
| (4) <i>Acceptable</i> | Meets present requirements, minor deficiencies. Average operating / maintenance costs. |
|-----------------------|----------------------------------------------------------------------------------------|

|                 |                                                        |
|-----------------|--------------------------------------------------------|
| (5) <i>Good</i> | Meets all present requirements. No deficiencies noted. |
|-----------------|--------------------------------------------------------|

|                      |                                                                        |
|----------------------|------------------------------------------------------------------------|
| (6) <i>Excellent</i> | As new / state-of-the-art, meets present and foreseeable requirements. |
|----------------------|------------------------------------------------------------------------|

- .3 A column noted as Further Investigation (FI) identifies where systems information is not available and cannot be obtained through visual examination of the site.
- .4 Life expectancy for the Component has been analyzed using the following three categories:
  - <5 Less than 5 years for replacement.
  - 5 to 10 years for replacement.
  - 5-10 >10 Greater than 10 years for replacement.
- .5 Priorities have been established in consultation with the Client as High (H), Medium (M) and Low (L).
- .6 Life / Safety code infringement are major infringements to the Alberta Building Code, which would affect life/safety for users of the facility. It is anticipated in facilities of this age that many elements of the current Code are not met. It is only those elements of the Code, which specifically involve fire and/or life / safety that are identified.
- .7 Cost to Upgrade: Costs have been identified for each individual component accurate to approximately  $\pm \$5,000.00$  for each element. At this early stage of costing, prices are based upon a cost to upgrade of each system.
- .8 Cost of replacement is also provided based upon the overall area of the existing facility and a standard cost for the fully developed cost of a facility of a specific type. The costs identified in the charts are for a replacement of the same size facility, for comparison only.
- .9 Percentage of replacement cost identifies the percentage of an overall new facility versus the cost to upgrade. In general terms, when the cost of upgrades to a facility exceed two thirds of the cost of a similar new facility a recommendation for eventual replacement of the facility is normally made, barring other factors.

**PROJECT NAME: City of Fort Saskatchewan Recreation, Arts and Leisure Master Plan****CHART RATING DEFINITIONS:****Existing Facility Evaluation**

- (1) Critical: Unsafe, high risk of injury or critical system failure.  
 (2) Poor: Does not meet requirements, has significant deficiencies. May have high operating / maintenance costs.  
 (3) Marginal: Meets minimum requirements, has significant deficiencies. May have above average operating maintenance costs.  
 (4) Acceptable: Meets present requirements, minor deficiencies. Average operating / maintenance costs.  
 (5) Good: Meets all present requirements. No deficiencies noted.  
 (6) Excellent: As new / state-of-the-art, meets present and foreseeable requirements.  
 (FI) Requires further investigation  
 (N/A) Not applicable  
 (CU) Currently being upgraded

Life Expectancy: Less than 5 years for replacement (<5); 5 to 10 years (5-10); greater than 10 years (>10)

Priority: High (H); Medium (M); Low (L)

Future Expansion: Can be expanded (Yes); No capacity for expansion (No)

Life / Safety Code Infringement: Meets code (No); Does not meet code or endangers life (Yes)

**Building Planning Strategies**

- (a) Location Strategy: Is the building located strategically to capture market.  
 (b) Reinvestment Strategy: Minor upgrades to the building required to maintain facility.  
 (c) Revitalize Strategy: Renovations and additions that are required to meet current standards for facilities.  
 (d) Build New Strategy: Due to the current facility conditions, recommendation is to rebuild facility.

**BUILDING: CN STATION (HERITAGE BUILDING)****ARCHITECTURAL / STRUCTURAL**

| Component Reference         | Rating<br>(1-6) | FI | Life Expectancy<br>(<5, 5-10, >10) | Priority<br>(H, M, L) | Life Safety<br>Code Infringe-<br>No / Yes | Cost to<br>Upgrade<br>(+/- \$5,000) |
|-----------------------------|-----------------|----|------------------------------------|-----------------------|-------------------------------------------|-------------------------------------|
| <b>1 SITE</b>               |                 |    |                                    |                       |                                           |                                     |
| Parking                     | 5               |    | >10                                | L                     | No                                        | \$ -                                |
| Ramp                        | 2               |    | <5                                 | H                     | Yes                                       | \$ 50,000.00                        |
|                             |                 |    |                                    |                       | <b>SUBTOTAL</b>                           | <b>\$ 50,000.00</b>                 |
| <b>2 BUILDING ENVELOPE</b>  |                 |    |                                    |                       |                                           |                                     |
| <b>2.1 Roofing</b>          |                 |    |                                    |                       |                                           |                                     |
| Metal                       | 5               |    | >10                                | L                     | No                                        | \$ -                                |
|                             |                 |    |                                    |                       | <b>SUBTOTAL</b>                           | <b>\$ -</b>                         |
| <b>2.2 Walls</b>            |                 |    |                                    |                       |                                           |                                     |
| Siding                      | 4               |    | >10                                | L                     | No                                        | \$ -                                |
|                             |                 |    |                                    |                       | <b>SUBTOTAL</b>                           | <b>\$ -</b>                         |
| <b>2.3 Exterior Windows</b> |                 |    |                                    |                       |                                           |                                     |
|                             | 4               |    | 5-10                               | M                     | No                                        | \$ 30,000.00                        |
|                             |                 |    |                                    |                       | <b>SUBTOTAL</b>                           | <b>\$ 30,000.00</b>                 |
| <b>2.4 Exterior Doors</b>   |                 |    |                                    |                       |                                           |                                     |
|                             | 4               |    | >10                                | L                     | No                                        | \$ -                                |
|                             |                 |    |                                    |                       | <b>SUBTOTAL</b>                           | <b>\$ -</b>                         |

**3 INTERIOR FINISHES****3.1 Flooring**

Hardwood, VCT, Carpet

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 4        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**3.2 Walls**

Gypsum Board, Wainscoting

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 4        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**3.3 Ceiling**

Suspended T-Bar Gypsum Board

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 4        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**3.4 Interior Windows**

Wood

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 4        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**3.5 Interior Doors**

Hollow Metal / Wood

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 4        |  | >10 | L | No | \$ | 0    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**3.6 Millwork**

Plastic Laminate on Plywood

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 4        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**4 MECHANICAL****4.1 Mechanical**

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 5        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**5 ELECTRICAL****5.1 Electrical**

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 5        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**TOTAL \$ 80,000.00**

\* Chamber of Commerce Offices  
 \* Small Heritage Display & Museum  
 \* Meeting Rooms in Basement  
 \* Building Recently Completely Updated

**PROJECT NAME: City of Fort Saskatchewan Recreation, Arts and Leisure Master Plan****CHART RATING DEFINITIONS:****Existing Facility Evaluation**

- (1) Critical: Unsafe, high risk of injury or critical system failure.  
 (2) Poor: Does not meet requirements, has significant deficiencies. May have high operating / maintenance costs.  
 (3) Marginal: Meets minimum requirements, has significant deficiencies. May have above average operating maintenance costs.  
 (4) Acceptable: Meets present requirements, minor deficiencies. Average operating / maintenance costs.  
 (5) Good: Meets all present requirements. No deficiencies noted.  
 (6) Excellent: As new / state-of-the-art, meets present and foreseeable requirements.  
 (FI) Requires further investigation  
 (N/A) Not applicable  
 (CU) Currently being upgraded

Life Expectancy: Less than 5 years for replacement (<5); 5 to 10 years (5-10); greater than 10 years (>10)

Priority: High (H); Medium (M); Low (L)

Future Expansion: Can be expanded (Yes); No capacity for expansion (No)

Life / Safety Code Infringement: Meets code (No); Does not meet code or endangers life (Yes)

**Building Planning Strategies**

- (a) Location Strategy: Is the building located strategically to capture market.  
 (b) Reinvestment Strategy: Minor upgrades to the building required to maintain facility.  
 (c) Revitalize Strategy: Renovations and additions that are required to meet current standards for facilities.  
 (d) Build New Strategy: Due to the current facility conditions, recommendation is to rebuild facility.

**BUILDING: CURLING RINK****ARCHITECTURAL / STRUCTURAL**

| Component Reference         | Rating<br>(1-6) | FI<br>FI | Life Expectancy<br>(<5, 5-10, >10) | Priority<br>(H, M, L) | Life Safety<br>Code Infringe-<br>No / Yes | Cost to<br>Upgrade<br>(+/- \$5,000) |
|-----------------------------|-----------------|----------|------------------------------------|-----------------------|-------------------------------------------|-------------------------------------|
| <b>1 SITE</b>               |                 |          |                                    |                       |                                           |                                     |
| Parking                     | 5               |          | >10                                | L                     | No                                        | \$ -                                |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ -                                |
| <b>2 BUILDING ENVELOPE</b>  |                 |          |                                    |                       |                                           |                                     |
| <b>2.1 Roofing</b>          |                 |          |                                    |                       |                                           |                                     |
| Built Up                    | 5               |          | >10                                | L                     | No                                        | \$ -                                |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ -                                |
| <b>2.2 Walls</b>            |                 |          |                                    |                       |                                           |                                     |
| Metal Clad                  | 5               |          | >10                                | L                     | No                                        | \$ -                                |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ -                                |
| <b>2.3 Exterior Windows</b> |                 |          |                                    |                       |                                           |                                     |
| Wood, Aluminum              | 2               |          | <5                                 | M/H                   | No                                        | \$ 65,000.00                        |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ 65,000.00                        |
| <b>2.4 Exterior Doors</b>   |                 |          |                                    |                       |                                           |                                     |
|                             | 4/5             |          | >10                                | L                     | No                                        | \$ -                                |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ -                                |

**3 INTERIOR FINISHES****3.1 Flooring**

Hardwood, Carpet, VCT

|          |  |    |     |    |    |              |
|----------|--|----|-----|----|----|--------------|
| 3        |  | <5 | M/H | No | \$ | 30,000.00    |
| SUBTOTAL |  |    |     |    |    | \$ 30,000.00 |

**3.2 Walls**

Gypsum Board

|          |  |    |   |    |    |              |
|----------|--|----|---|----|----|--------------|
| 3        |  | <5 | M | No | \$ | 15,000.00    |
| SUBTOTAL |  |    |   |    |    | \$ 15,000.00 |

**3.3 Ceiling**Suspended T-Bar, Gypsum Board  
Exposed Structure

|          |  |      |   |    |    |              |
|----------|--|------|---|----|----|--------------|
| 3        |  | 5-10 | M | No | \$ | 20,000.00    |
| SUBTOTAL |  |      |   |    |    | \$ 20,000.00 |

**3.4 Interior Windows**

Wood, Aluminum

|          |  |      |   |    |    |      |
|----------|--|------|---|----|----|------|
| 3        |  | 5-10 | M | No | \$ | -    |
| SUBTOTAL |  |      |   |    |    | \$ - |

**3.5 Interior Doors**

Hollow Metal / Wood

|          |  |      |   |    |  |      |
|----------|--|------|---|----|--|------|
| 3/4      |  | 5-10 | M | No |  | 0    |
| SUBTOTAL |  |      |   |    |  | \$ - |

**3.6 Millwork**

Plastic Laminate on Plywood

|          |  |    |     |    |    |              |
|----------|--|----|-----|----|----|--------------|
| 3        |  | <5 | M/H | No | \$ | 20,000.00    |
| SUBTOTAL |  |    |     |    |    | \$ 20,000.00 |

**3.7 General**

Bathrooms

|          |  |    |   |    |    |              |
|----------|--|----|---|----|----|--------------|
| 2        |  | <5 | H | No | \$ | 40,000.00    |
| SUBTOTAL |  |    |   |    |    | \$ 40,000.00 |

**4 MECHANICAL****4.1 Mechanical**

|          |  |      |   |    |    |      |
|----------|--|------|---|----|----|------|
| 4        |  | 5-10 | L | No | \$ | -    |
| SUBTOTAL |  |      |   |    |    | \$ - |

**5 ELECTRICAL****5.1 Electrical**

|          |  |    |     |    |    |              |
|----------|--|----|-----|----|----|--------------|
| 3        |  | <5 | M/H | No | \$ | 50,000.00    |
| SUBTOTAL |  |    |     |    |    | \$ 50,000.00 |

**TOTAL \$ 240,000.00**

- \* 1963 Building
- \* New built up roof - 1 year old
- \* New ice slab in 1999
- \* Ice plant chiller and tower original, overhauled 4 years ago
- \* 600,000.00 of renovations in 6 years
- \* Kitchen is old but functional
- \* City owns land and building which is then leased to the club
- \* Minimum \$215,000.00
- \* Could spend \$2.0 mil to update



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 (2) Poor: Does not meet requirements, has significant deficiencies. May have high operating / maintenance costs.  
 (3) Marginal: Meets minimum requirements, has significant deficiencies. May have above average operating maintenance costs.  
 (4) Acceptable: Meets present requirements, minor deficiencies. Average operating / maintenance costs.  
 (5) Good: Meets all present requirements. No deficiencies noted.  
 (6) Excellent: As new / state-of-the-art, meets present and foreseeable requirements.  
 (FI) Requires further investigation  
 (N/A) Not applicable  
 (CU) Currently being upgraded

Life Expectancy: Less than 5 years for replacement (<5); 5 to 10 years (5-10); greater than 10 years (>10)

Priority: High (H); Medium (M); Low (L)

Future Expansion: Can be expanded (Yes); No capacity for expansion (No)

Life / Safety Code Infringement: Meets code (No); Does not meet code or endangers life (Yes)

**Building Planning Strategies**

- (a) Location Strategy: Is the building located strategically to capture market.  
 (b) Reinvestment Strategy: Minor upgrades to the building required to maintain facility.  
 (c) Revitalize Strategy: Renovations and additions that are required to meet current standards for facilities.  
 (d) Build New Strategy: Due to the current facility conditions, recommendation is to rebuild facility.

**BUILDING: DOW CENTENNIAL CENTRE****ARCHITECTURAL / STRUCTURAL**

| Component Reference          | Rating<br>(1-6) | FI<br>FI | Life Expectancy<br>(<5, 5-10, >10) | Priority<br>(H, M, L) | Life Safety<br>Code Infringe-<br>No / Yes | Cost to<br>Upgrade<br>(+/- \$5,000) |
|------------------------------|-----------------|----------|------------------------------------|-----------------------|-------------------------------------------|-------------------------------------|
| <b>1 SITE</b>                |                 |          |                                    |                       |                                           |                                     |
| Parking                      | 5               |          | >10                                | L                     | No                                        | \$ -                                |
|                              |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ -                                |
| <b>2 BUILDING ENVELOPE</b>   |                 |          |                                    |                       |                                           |                                     |
| <b>2.1 Roofing</b>           |                 |          |                                    |                       |                                           |                                     |
| 2 Ply SBS                    | 5               |          | >10                                | L                     | No                                        | \$ -                                |
|                              |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ -                                |
| <b>2.2 Walls</b>             |                 |          |                                    |                       |                                           |                                     |
| Metal Clad                   | 5               |          | >10                                | L                     | No                                        | \$ -                                |
|                              |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ -                                |
| <b>2.3 Exterior Windows</b>  |                 |          |                                    |                       |                                           |                                     |
| Aluminum Curtain Wall        | 5               |          | >10                                | L                     | No                                        | \$ -                                |
|                              |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ -                                |
| <b>2.4 Exterior Doors</b>    |                 |          |                                    |                       |                                           |                                     |
| Insulated Metal and Aluminum | 5               |          | >10                                | L                     | No                                        | \$ -                                |
|                              |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ -                                |

**3 INTERIOR FINISHES****3.1 Flooring**

|                                            |   |  |     |   |    |    |      |
|--------------------------------------------|---|--|-----|---|----|----|------|
| Sheet Flooring, Sealed Concrete,<br>Carpet | 6 |  | >10 | L | No | \$ | -    |
| SUBTOTAL                                   |   |  |     |   |    |    | \$ - |

**3.2 Walls**

|                              |   |  |     |   |    |    |      |
|------------------------------|---|--|-----|---|----|----|------|
| Concrete Block, Gypsum Board | 5 |  | >10 | L | No | \$ | -    |
| SUBTOTAL                     |   |  |     |   |    |    | \$ - |

**3.3 Ceiling**

|                                       |   |  |     |   |    |    |      |
|---------------------------------------|---|--|-----|---|----|----|------|
| Suspended T-Bar,<br>Painted Structure | 5 |  | >10 | L | No | \$ | -    |
| SUBTOTAL                              |   |  |     |   |    |    | \$ - |

**3.4 Interior Windows**

|                         |   |  |     |   |    |    |      |
|-------------------------|---|--|-----|---|----|----|------|
| Aluminum, Pressed Steel | 5 |  | >10 | L | No | \$ | -    |
| SUBTOTAL                |   |  |     |   |    |    | \$ - |

**3.5 Interior Doors**

|                     |   |  |     |   |    |    |      |
|---------------------|---|--|-----|---|----|----|------|
| Hollow Metal / Wood | 5 |  | >10 | L | No | \$ | 0    |
| SUBTOTAL            |   |  |     |   |    |    | \$ - |

**3.6 Millwork**

|                             |   |  |     |   |    |    |      |
|-----------------------------|---|--|-----|---|----|----|------|
| Plastic Laminate on Plywood | 5 |  | >10 | L | No | \$ | -    |
| SUBTOTAL                    |   |  |     |   |    |    | \$ - |

**3.7 General**

|                                |   |  |     |   |    |    |      |
|--------------------------------|---|--|-----|---|----|----|------|
| Benches, Finishes, Concessions | 5 |  | >10 | L | No | \$ | -    |
| SUBTOTAL                       |   |  |     |   |    |    | \$ - |

**4 MECHANICAL****4.1 Mechanical**

|                          |     |  |     |   |    |    |              |
|--------------------------|-----|--|-----|---|----|----|--------------|
| Heat gain in track curve | 4/5 |  | >10 | M | No | \$ | 10,000.00    |
| SUBTOTAL                 |     |  |     |   |    |    | \$ 10,000.00 |

**5 ELECTRICAL****5.1 Electrical**

|          |   |  |     |   |    |    |      |
|----------|---|--|-----|---|----|----|------|
|          | 5 |  | >10 | L | No | \$ | -    |
| SUBTOTAL |   |  |     |   |    |    | \$ - |

**TOTAL \$ 10,000.00**

- \* Arena Capacity 250
- \* Leisure Ice too small & under utilized (make child mind)
- \* Child Mind area too small - no storage, no kitchenette
- \* Need rehearsal hall for theatre
- \* Fitness area maxed out, office area maxed out
- \* Need more meeting space
- \* Front desk open, cold and drafty
- \* On site kitchen for catering - lease agreement

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 (4) Acceptable: Meets present requirements, minor deficiencies. Average operating / maintenance costs.  
 (5) Good: Meets all present requirements. No deficiencies noted.  
 (6) Excellent: As new / state-of-the-art, meets present and foreseeable requirements.  
 (FI) Requires further investigation  
 (N/A) Not applicable  
 (CU) Currently being upgraded

Life Expectancy: Less than 5 years for replacement (<5); 5 to 10 years (5-10); greater than 10 years (>10)

Priority: High (H); Medium (M); Low (L)

Future Expansion: Can be expanded (Yes); No capacity for expansion (No)

Life / Safety Code Infringement: Meets code (No); Does not meet code or endangers life (Yes)

**Building Planning Strategies**

- (a) Location Strategy: Is the building located strategically to capture market.  
 (b) Reinvestment Strategy: Minor upgrades to the building required to maintain facility.  
 (c) Revitalize Strategy: Renovations and additions that are required to meet current standards for facilities.  
 (d) Build New Strategy: Due to the current facility conditions, recommendation is to rebuild facility.

**BUILDING: GOLF COURSE****ARCHITECTURAL / STRUCTURAL**

| Component Reference         | Rating<br>(1-6) | FI<br>FI | Life Expectancy<br>(<5, 5-10, >10) | Priority<br>(H, M, L) | Life Safety<br>Code Infringe-<br>No / Yes | Cost to<br>Upgrade<br>(+/- \$5,000) |
|-----------------------------|-----------------|----------|------------------------------------|-----------------------|-------------------------------------------|-------------------------------------|
| <b>1 SITE</b>               |                 |          |                                    |                       |                                           |                                     |
| Parking                     | 5               |          | >10                                | L                     | No                                        | \$ -                                |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | <b>\$ -</b>                         |
| <b>2 BUILDING ENVELOPE</b>  |                 |          |                                    |                       |                                           |                                     |
| <b>2.1 Roofing</b>          |                 |          |                                    |                       |                                           |                                     |
| Asphalt Shingles            | 4               |          | >10                                | L                     | No                                        | \$ -                                |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | <b>\$ -</b>                         |
| <b>2.2 Walls</b>            |                 |          |                                    |                       |                                           |                                     |
| Sided, Wood Frame           | 3               |          | <5                                 | M                     | No                                        | \$ -                                |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | <b>\$ -</b>                         |
| <b>2.3 Exterior Windows</b> |                 |          |                                    |                       |                                           |                                     |
| Wood                        | 2/3             |          | <5                                 | M                     | No                                        | \$ -                                |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | <b>\$ -</b>                         |
| <b>2.4 Exterior Doors</b>   |                 |          |                                    |                       |                                           |                                     |
| Wood, Metal                 | 3               |          | <5                                 | M                     | No                                        | \$ -                                |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | <b>\$ -</b>                         |

**3 INTERIOR FINISHES****3.1 Flooring**

Carpet, Lino, Tile

|          |  |    |   |    |    |      |
|----------|--|----|---|----|----|------|
| 3        |  | <5 | M | No | \$ | -    |
| SUBTOTAL |  |    |   |    |    | \$ - |

**3.2 Walls**

Gypsum Board, Wood

|          |  |      |   |    |    |      |
|----------|--|------|---|----|----|------|
| 3        |  | 5-10 | M | No | \$ | -    |
| SUBTOTAL |  |      |   |    |    | \$ - |

**3.3 Ceiling**

|          |  |      |   |    |    |      |
|----------|--|------|---|----|----|------|
| 3        |  | 5-10 | M | No | \$ | -    |
| SUBTOTAL |  |      |   |    |    | \$ - |

**3.4 Interior Windows**

Wood

|          |  |      |   |    |    |      |
|----------|--|------|---|----|----|------|
| 3        |  | 5-10 | M | No | \$ | -    |
| SUBTOTAL |  |      |   |    |    | \$ - |

**3.5 Interior Doors**

Hollow Metal / Wood

|          |  |    |   |    |    |      |
|----------|--|----|---|----|----|------|
| 3        |  | <5 | M | No | \$ | 0    |
| SUBTOTAL |  |    |   |    |    | \$ - |

**3.6 Millwork**

Plastic Laminate on Plywood

|          |  |    |   |    |    |      |
|----------|--|----|---|----|----|------|
| 2        |  | <5 | H | No | \$ | -    |
| SUBTOTAL |  |    |   |    |    | \$ - |

**4 MECHANICAL****4.1 Mechanical**

|          |  |      |   |    |    |      |
|----------|--|------|---|----|----|------|
| 4        |  | 5-10 | L | No | \$ | -    |
| SUBTOTAL |  |      |   |    |    | \$ - |

**5 ELECTRICAL****5.1 Electrical**

|          |  |      |   |    |    |      |
|----------|--|------|---|----|----|------|
| 4        |  | 5-10 | L | No | \$ | -    |
| SUBTOTAL |  |      |   |    |    | \$ - |

**TOTAL** \$ -

\* Pre-1960 Building

\* Kitchen, banquet and patio renovated in 2002

\* New cart shed in 1998

\* New shingle roof in 2006

\* No member change facilities

\* Building too small for needs, has no or small group seating

\* Tired building

\* Needs re-do; \$6-12 mil in revamp - new clubhouse

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 (FI) Requires further investigation  
 (N/A) Not applicable  
 (CU) Currently being upgraded

Life Expectancy: Less than 5 years for replacement (&lt;5); 5 to 10 years (5-10); greater than 10 years (&gt;10)

Priority: High (H); Medium (M); Low (L)

Future Expansion: Can be expanded (Yes); No capacity for expansion (No)

Life / Safety Code Infringement: Meets code (No); Does not meet code or endangers life (Yes)

**Building Planning Strategies**

- (a) Location Strategy: Is the building located strategically to capture market.  
 (b) Reinvestment Strategy: Minor upgrades to the building required to maintain facility.  
 (c) Revitalize Strategy: Renovations and additions that are required to meet current standards for facilities.  
 (d) Build New Strategy: Due to the current facility conditions, recommendation is to rebuild facility.

**BUILDING: HARBOUR POOL****ARCHITECTURAL / STRUCTURAL**

| Component Reference                    | Rating<br>(1-6) | FI<br>FI | Life Expectancy<br>(<5, 5-10, >10) | Priority<br>(H, M, L) | Life Safety<br>Code Infringe-<br>No / Yes | Cost to<br>Upgrade<br>(+/- \$5,000) |
|----------------------------------------|-----------------|----------|------------------------------------|-----------------------|-------------------------------------------|-------------------------------------|
| <b>1 SITE</b>                          |                 |          |                                    |                       |                                           |                                     |
| Parking                                | 4               |          | 5-10                               | M                     | No                                        | \$ 40,000.00                        |
|                                        | <b>SUBTOTAL</b> |          |                                    |                       |                                           | <b>\$ 40,000.00</b>                 |
| <b>2 BUILDING ENVELOPE</b>             |                 |          |                                    |                       |                                           |                                     |
| <b>2.1 Roofing</b>                     |                 |          |                                    |                       |                                           |                                     |
| Built Up                               | 3               |          | <5                                 | M/H                   | No                                        | \$ 210,000.00                       |
|                                        | <b>SUBTOTAL</b> |          |                                    |                       |                                           | <b>\$ 210,000.00</b>                |
| <b>2.2 Walls</b>                       |                 |          |                                    |                       |                                           |                                     |
| Pre-Cast Exposed<br>Aggregate Concrete | 4               |          | 5-10                               | M                     | No                                        | \$ 5,000.00                         |
|                                        | <b>SUBTOTAL</b> |          |                                    |                       |                                           | <b>\$ 5,000.00</b>                  |
| <b>2.3 Exterior Windows</b>            |                 |          |                                    |                       |                                           |                                     |
| Wood, Aluminum                         | 2               |          | <5                                 | H                     | No                                        | \$ 75,000.00                        |
|                                        | <b>SUBTOTAL</b> |          |                                    |                       |                                           | <b>\$ 75,000.00</b>                 |
| <b>2.4 Exterior Doors</b>              |                 |          |                                    |                       |                                           |                                     |
| Aluminum and Insulated Metal           | 2/3             |          |                                    |                       |                                           | \$ 50,000.00                        |
|                                        | <b>SUBTOTAL</b> |          |                                    |                       |                                           | <b>\$ 50,000.00</b>                 |

**3 INTERIOR FINISHES****3.1 Flooring**

VCT, Ceramic / Quarry Tile

|          |  |    |   |    |    |               |
|----------|--|----|---|----|----|---------------|
| 2/3      |  | <5 | H | No | \$ | 300,000.00    |
| SUBTOTAL |  |    |   |    |    | \$ 300,000.00 |

**3.2 Walls**

Concrete Block, Wood

|          |  |    |   |    |    |      |
|----------|--|----|---|----|----|------|
| 3        |  | <5 | M | No | \$ | -    |
| SUBTOTAL |  |    |   |    |    | \$ - |

**3.3 Ceiling**Suspended T-Bar,  
Suspended Gypsum Board  
Heavy Timber and Wood

|          |  |    |   |    |    |              |
|----------|--|----|---|----|----|--------------|
| 3        |  | <5 | M | No | \$ | 10,000.00    |
| SUBTOTAL |  |    |   |    |    | \$ 10,000.00 |

**3.4 Interior Windows**Aluminum, Pressed Steel  
Skylights

|          |  |    |   |    |    |              |
|----------|--|----|---|----|----|--------------|
| 3        |  | <5 | M | No | \$ | 70,000.00    |
| SUBTOTAL |  |    |   |    |    | \$ 70,000.00 |

**3.5 Interior Doors**

Hollow Metal / Wood

|          |  |    |   |    |    |             |
|----------|--|----|---|----|----|-------------|
| 3        |  | <5 | M | No | \$ | 5,000.00    |
| SUBTOTAL |  |    |   |    |    | \$ 5,000.00 |

**3.6 Millwork**

Plastic Laminate on Plywood

|          |  |    |   |     |    |              |
|----------|--|----|---|-----|----|--------------|
| 2        |  | <5 | H | Yes | \$ | 10,000.00    |
| SUBTOTAL |  |    |   |     |    | \$ 10,000.00 |

**3.7 General**Benches / Lockers  
Sauna

|          |  |    |   |    |    |               |
|----------|--|----|---|----|----|---------------|
| 3        |  | <5 | H | No | \$ | 10,000.00     |
| 3        |  | <5 | H | No | \$ | 130,000.00    |
| SUBTOTAL |  |    |   |    |    | \$ 140,000.00 |

**4 MECHANICAL****4.1 Mechanical**New HWT (Domestic)  
New System Boilers

|          |  |    |   |    |    |               |
|----------|--|----|---|----|----|---------------|
| 3        |  | <5 | M | No | \$ | 200,000.00    |
| SUBTOTAL |  |    |   |    |    | \$ 200,000.00 |

**5 ELECTRICAL****5.1 Electrical**

Telephone Board Old / Lighting

|          |  |    |   |    |    |              |
|----------|--|----|---|----|----|--------------|
| 4        |  | <5 | M | No | \$ | 70,000.00    |
| SUBTOTAL |  |    |   |    |    | \$ 70,000.00 |

**TOTAL \$ 1,185,000.00**

- \* Existing basement makes renovation more difficult
- \* D.E. system chlorinated pool
- \* Pool is not competitively rated, not deep enough, goofy end
- \* Sauna needs replacement
- \* Multi-purpose room recently renovated, functional-under utilized
- \* Pool deck gutters retro-fitted
- \* Adequate storage
- \* 6 hour system exchange rate - maintained by staff
- \* Building has no surge protection (has issues)
- \* Staff area poor, no shower, has server, safe
- \* First aid room doubles a H.C. Change

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 (N/A) Not applicable  
 (CU) Currently being upgraded

Life Expectancy: Less than 5 years for replacement (<5); 5 to 10 years (5-10); greater than 10 years (>10)

Priority: High (H); Medium (M); Low (L)

Future Expansion: Can be expanded (Yes); No capacity for expansion (No)

Life / Safety Code Infringement: Meets code (No); Does not meet code or endangers life (Yes)

**Building Planning Strategies**

- (a) Location Strategy: Is the building located strategically to capture market.  
 (b) Reinvestment Strategy: Minor upgrades to the building required to maintain facility.  
 (c) Revitalize Strategy: Renovations and additions that are required to meet current standards for facilities.  
 (d) Build New Strategy: Due to the current facility conditions, recommendation is to rebuild facility.

**BUILDING: JUBILEE RECREATION CENTRE****ARCHITECTURAL / STRUCTURAL**

| Component Reference         | Rating<br>(1-6) | FI<br>FI | Life Expectancy<br>(<5, 5-10, >10) | Priority<br>(H, M, L) | Life Safety<br>Code Infringe-<br>No / Yes | Cost to<br>Upgrade<br>(+/- \$5,000) |
|-----------------------------|-----------------|----------|------------------------------------|-----------------------|-------------------------------------------|-------------------------------------|
| <b>1 SITE</b>               |                 |          |                                    |                       |                                           |                                     |
| Parking                     | 5               |          | 5-10                               | L                     | No                                        | \$ -                                |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ -                                |
| <b>2 BUILDING ENVELOPE</b>  |                 |          |                                    |                       |                                           |                                     |
| <b>2.1 Roofing</b>          |                 |          |                                    |                       |                                           |                                     |
| Membrane                    | 2               |          | <5                                 | H                     | No                                        | \$ 365,000.00                       |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ 365,000.00                       |
| <b>2.2 Walls</b>            |                 |          |                                    |                       |                                           |                                     |
| Concrete block, Wood        | 3               |          | <5                                 | M                     | No                                        | \$ 40,000.00                        |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ 40,000.00                        |
| <b>2.3 Exterior Windows</b> |                 |          |                                    |                       |                                           |                                     |
| Wood, Aluminum              | 3               |          | 5-10                               | M                     | No                                        | \$ 40,000.00                        |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ 40,000.00                        |
| <b>2.4 Exterior Doors</b>   |                 |          |                                    |                       |                                           |                                     |
| Aluminum                    | 4               |          | 5-10                               | L/M                   | No                                        | \$ 20,000.00                        |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ 20,000.00                        |

**3 INTERIOR FINISHES****3.1 Flooring**VCT, Sheet Flooring  
Skate Tile OK

|          |  |    |     |    |    |              |
|----------|--|----|-----|----|----|--------------|
| 3        |  | <5 | M/H | No | \$ | 50,000.00    |
| SUBTOTAL |  |    |     |    |    | \$ 50,000.00 |

**3.2 Walls**Gypsum Board  
De-mounts

|          |  |    |     |    |    |               |
|----------|--|----|-----|----|----|---------------|
| 3        |  | <5 | M/H | No | \$ | 150,000.00    |
| SUBTOTAL |  |    |     |    |    | \$ 150,000.00 |

**3.3 Ceiling**Acoustic Tile, Suspended T-bar  
Gypsum Board

|          |  |    |     |    |    |               |
|----------|--|----|-----|----|----|---------------|
| 3        |  | <5 | M/H | No | \$ | 100,000.00    |
| SUBTOTAL |  |    |     |    |    | \$ 100,000.00 |

**3.4 Interior Windows**

Wood

|          |  |    |   |    |    |              |
|----------|--|----|---|----|----|--------------|
| 2        |  | <5 | H | No | \$ | 30,000.00    |
| SUBTOTAL |  |    |   |    |    | \$ 30,000.00 |

**3.5 Interior Doors**

Hollow Metal / Wood

|          |  |    |   |    |    |              |
|----------|--|----|---|----|----|--------------|
| 3        |  | <5 | H | No | \$ | 50,000.00    |
| SUBTOTAL |  |    |   |    |    | \$ 50,000.00 |

**3.6 Millwork**

Plastic Laminate on Plywood

|          |  |    |   |    |    |              |
|----------|--|----|---|----|----|--------------|
| 2        |  | <5 | H | No | \$ | 30,000.00    |
| SUBTOTAL |  |    |   |    |    | \$ 30,000.00 |

**3.7 General**

Washrooms (Public)

|   |    |    |   |     |    |            |
|---|----|----|---|-----|----|------------|
| 2 | FI | <5 | H | Yes | \$ | 200,000.00 |
|---|----|----|---|-----|----|------------|

Seated Area (Arena)

|   |    |    |   |     |    |            |
|---|----|----|---|-----|----|------------|
| 3 | FI | <5 | H | Yes | \$ | 100,000.00 |
|---|----|----|---|-----|----|------------|

Change Rooms

|          |  |    |   |    |    |               |
|----------|--|----|---|----|----|---------------|
| 2/3      |  | <5 | H | No | \$ | 150,000.00    |
| SUBTOTAL |  |    |   |    |    | \$ 450,000.00 |

**4 MECHANICAL****4.1 Mechanical**

|          |    |    |     |    |    |               |
|----------|----|----|-----|----|----|---------------|
| 3        | FI | <5 | M/H | No | \$ | 350,000.00    |
| SUBTOTAL |    |    |     |    |    | \$ 350,000.00 |

**5 ELECTRICAL****5.1 Electrical**

|          |    |    |   |    |    |               |
|----------|----|----|---|----|----|---------------|
| 3        | FI | <5 | H | No | \$ | 150,000.00    |
| SUBTOTAL |    |    |   |    |    | \$ 150,000.00 |

**TOTAL \$ 1,825,000.00**

- \* 1967 Building
- \* Building ventilation poor
- \* Building electrical maxed out - need additional 200 Amps
- \* Ice slab replaced in mid 1990's
- \* De-humidifier 2-3 years old
- \* Cimco screw compressor ice plant 1999
- \* Maple leaf gold board system no more than 5 years old. Vertical rise zamboni gate
- \* Melt pit heater and public area boiler is original equipment
- \* Code issues for seating - need guards and handrail, new buckets coming
- \* New boiler for domestic hot water and new storage tanks
- \* Washrooms antiquated and don't meet code (public)
- \* Dressing rooms antiquated and small
- \* Could spend \$5-10 mil on upgrades



**PROJECT NAME: City of Fort Saskatchewan Recreation, Arts and Leisure Master Plan****CHART RATING DEFINITIONS:****Existing Facility Evaluation**

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 (6) Excellent: As new / state-of-the-art, meets present and foreseeable requirements.  
 (FI) Requires further investigation  
 (N/A) Not applicable  
 (CU) Currently being upgraded

Life Expectancy: Less than 5 years for replacement (<5); 5 to 10 years (5-10); greater than 10 years (>10)

Priority: High (H); Medium (M); Low (L)

Future Expansion: Can be expanded (Yes); No capacity for expansion (No)

Life / Safety Code Infringement: Meets code (No); Does not meet code or endangers life (Yes)

**Building Planning Strategies**

- (a) Location Strategy: Is the building located strategically to capture market.  
 (b) Reinvestment Strategy: Minor upgrades to the building required to maintain facility.  
 (c) Revitalize Strategy: Renovations and additions that are required to meet current standards for facilities.  
 (d) Build New Strategy: Due to the current facility conditions, recommendation is to rebuild facility.

**BUILDING: LEGION / COMMUNITY HALL****ARCHITECTURAL / STRUCTURAL**

| Component Reference         | Rating<br>(1-6) | FI<br>FI | Life Expectancy<br>(<5, 5-10, >10) | Priority<br>(H, M, L) | Life Safety<br>Code Infringe-<br>No / Yes | Cost to<br>Upgrade<br>(+/- \$5,000) |
|-----------------------------|-----------------|----------|------------------------------------|-----------------------|-------------------------------------------|-------------------------------------|
| <b>1 SITE</b>               |                 |          |                                    |                       |                                           |                                     |
| Parking - Minimal           | 4               |          | 5-10                               | M                     | No                                        | \$ 50,000.00                        |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ 50,000.00                        |
| <b>2 BUILDING ENVELOPE</b>  |                 |          |                                    |                       |                                           |                                     |
| <b>2.1 Roofing</b>          |                 |          |                                    |                       |                                           |                                     |
| Built Up                    | 5               |          | >10                                | L                     | No                                        | \$ -                                |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ -                                |
| <b>2.2 Walls</b>            |                 |          |                                    |                       |                                           |                                     |
| Concrete block              | 4               |          | >10                                | L                     | No                                        | \$ -                                |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ -                                |
| <b>2.3 Exterior Windows</b> |                 |          |                                    |                       |                                           |                                     |
| Aluminum                    | 5               |          | >10                                | L                     | No                                        | \$ -                                |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ -                                |
| <b>2.4 Exterior Doors</b>   |                 |          |                                    |                       |                                           |                                     |
| Insulated Metal             | 4               |          | >10                                | L                     | No                                        | \$ -                                |
|                             |                 |          |                                    |                       | <b>SUBTOTAL</b>                           | \$ -                                |

**3 INTERIOR FINISHES****3.1 Flooring**

Carpet, Tile and VCT

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 4/5      |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**3.2 Walls**

Legion Walls

Smoke Stained

|          |  |     |   |    |    |              |
|----------|--|-----|---|----|----|--------------|
| 3/4      |  | >10 | M | No | \$ | 20,000.00    |
| SUBTOTAL |  |     |   |    |    | \$ 20,000.00 |

**3.3 Ceiling**

General Suspended T-bar Ceiling

Ballroom Ceiling

|          |  |      |   |    |    |              |
|----------|--|------|---|----|----|--------------|
| 4/5      |  | >10  | L | No | \$ | -            |
| 3/4      |  | 5-10 | M | No | \$ | 40,000.00    |
| SUBTOTAL |  |      |   |    |    | \$ 40,000.00 |

**3.4 Interior Windows**

|          |  |  |  |  |    |      |
|----------|--|--|--|--|----|------|
| N/A      |  |  |  |  | \$ | -    |
| SUBTOTAL |  |  |  |  |    | \$ - |

**3.5 Interior Doors**

Hollow Metal / Wood

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 4        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**3.6 Millwork**

Plastic Laminate on Plywood

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 5        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**3.7 General**

Main Kitchen

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 4        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**4 MECHANICAL****4.1 Mechanical**

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 4        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**5 ELECTRICAL****5.1 Electrical**

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 4        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**TOTAL \$ 110,000.00**

\* 1977 Building

\* Legion Side Leased

\* Re-roofed in 2001 - built up roof

\* Kitchens functional, but could spend \$500,000.00+ to upgrade

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**Building Planning Strategies**

- (a) Location Strategy: Is the building located strategically to capture market.  
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 (d) Build New Strategy: Due to the current facility conditions, recommendation is to rebuild facility.

**BUILDING: SPORTSPLEX****ARCHITECTURAL / STRUCTURAL**

| Component Reference          | Rating<br>(1-6) | FI<br>FI | Life Expectancy<br>(<5, 5-10, >10) | Priority<br>(H, M, L) | Life Safety<br>Code Infringe-<br>No / Yes | Cost to<br>Upgrade<br>(+/- \$5,000) |
|------------------------------|-----------------|----------|------------------------------------|-----------------------|-------------------------------------------|-------------------------------------|
| <b>1 SITE</b>                |                 |          |                                    |                       |                                           |                                     |
| Parking                      | 5               |          | >10                                | L                     | No                                        | \$ -                                |
|                              | <b>SUBTOTAL</b> |          |                                    |                       |                                           | \$ -                                |
| <b>2 BUILDING ENVELOPE</b>   |                 |          |                                    |                       |                                           |                                     |
| <b>2.1 Roofing</b>           |                 |          |                                    |                       |                                           |                                     |
| Built Up                     | 4               |          | >10                                | M                     | No                                        | \$ 350,000.00                       |
|                              | <b>SUBTOTAL</b> |          |                                    |                       |                                           | \$ 350,000.00                       |
| <b>2.2 Walls</b>             |                 |          |                                    |                       |                                           |                                     |
| Concrete and Concrete Block  | 5               |          | >10                                | L                     | No                                        | \$ -                                |
|                              | <b>SUBTOTAL</b> |          |                                    |                       |                                           | \$ -                                |
| <b>2.3 Exterior Windows</b>  |                 |          |                                    |                       |                                           |                                     |
| Aluminum                     | 5               |          | >10                                | L                     | No                                        | \$ -                                |
|                              | <b>SUBTOTAL</b> |          |                                    |                       |                                           | \$ -                                |
| <b>2.4 Exterior Doors</b>    |                 |          |                                    |                       |                                           |                                     |
| Aluminum and Insulated Metal | 5               |          | >10                                | L                     | No                                        | \$ -                                |
|                              | <b>SUBTOTAL</b> |          |                                    |                       |                                           | \$ -                                |

**3 INTERIOR FINISHES****3.1 Flooring**

Sheet and Skate Tile

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 5        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**3.2 Walls**

Concrete and Concrete Block

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 4/5      |  | >10 | M | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**3.3 Ceiling**

Suspended T-Bar

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 5        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**3.4 Interior Windows**

Pressed Steel

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 5        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**3.5 Interior Doors**

Hollow Metal

|          |  |     |   |    |    |              |
|----------|--|-----|---|----|----|--------------|
| 4        |  | >10 | M | No | \$ | 10,000.00    |
| SUBTOTAL |  |     |   |    |    | \$ 10,000.00 |

**3.6 Millwork**

Plastic Laminate on Plywood

|          |  |      |   |  |    |      |
|----------|--|------|---|--|----|------|
| 4        |  | 5-10 | M |  | \$ | -    |
| SUBTOTAL |  |      |   |  |    | \$ - |

**3.7 General**

Change Room Benches

|          |  |    |   |    |    |              |
|----------|--|----|---|----|----|--------------|
| 4        |  | <5 | M | No | \$ | 15,000.00    |
| SUBTOTAL |  |    |   |    |    | \$ 15,000.00 |

**4 MECHANICAL****4.1 Mechanical**

New Domestic Boilers

|          |  |     |   |    |    |              |
|----------|--|-----|---|----|----|--------------|
| 6        |  | >10 | L | No | \$ | 80,000.00    |
| SUBTOTAL |  |     |   |    |    | \$ 80,000.00 |

**5 ELECTRICAL****5.1 Electrical**

|          |  |     |   |    |    |      |
|----------|--|-----|---|----|----|------|
| 5        |  | >10 | L | No | \$ | -    |
| SUBTOTAL |  |     |   |    |    | \$ - |

**TOTAL \$ 455,000.00**

- \* Built in 1977
- \* Ice melt pit in zamboni room at door
- \* 150 seating capacity
- \* New ice surface lights
- \* Boards re-done in 1994
- \* New skate tile throughout - 2003
- \* Currently replacing ceiling tiles - 75% done
- \* FRP Panels in showers (should replace)
- \* Concession - leased out
- \* Renovation \$2-3 mil in change room renovations

## #4 Lot Levy Calculations

### Neighborhood Lot Levy Calculations

Valuation of overall per hectare / per acre costs of neighborhood park, pathway and sports field development.

#### A. Typical Neighborhood Park / Tot Lot (once acre)

|                                                                                   |                  |
|-----------------------------------------------------------------------------------|------------------|
| ♦ Play base, sand and border                                                      | \$ 10,000        |
| ♦ Play structure and installation                                                 | \$ 55,000        |
| ♦ Two benches                                                                     | \$ 2,600         |
| ♦ Trail / pathway linkage and play lot border<br>(typical 100 meters @ \$275 / m) | \$ 27,500        |
| ♦ Waste receptacle                                                                | \$ 800           |
| ♦ Fencing<br>(typical 80 meters @ \$38 / m)                                       | \$ 3,040         |
| ♦ Trees and Landscaping<br>(typical 20 trees @ \$350 / tree)                      | \$ 7,000         |
| ♦ Park sign                                                                       | \$ 10,000        |
| ♦ Hard surface area and basketball hoop                                           | \$ 15,000        |
| ♦ Design costs                                                                    | <u>\$ 10,000</u> |

**Total** **\$ 140,140**

#### B. Typical Pathway System Costs

- ♦ These costs should be collected through municipal development levies where they occur along residential collectors. Where they coincide with open space reserve, PULS or utility easements the funding for same can be collected from the lot levy contribution. For this analysis, we assume that pathway system development that is not part of transportation corridors (e.g. Connections between parks and residential corridors that contain primary pathways) comprises some 100 meters per quarter section developed. Design costs of \$5,000 are also appropriate.

**The cost per quarter section will be 100 meters x \$275 or \$27,500 + \$8,000 design = \$35,500**

#### C. Typical Neighborhood / School Sports Field Costs

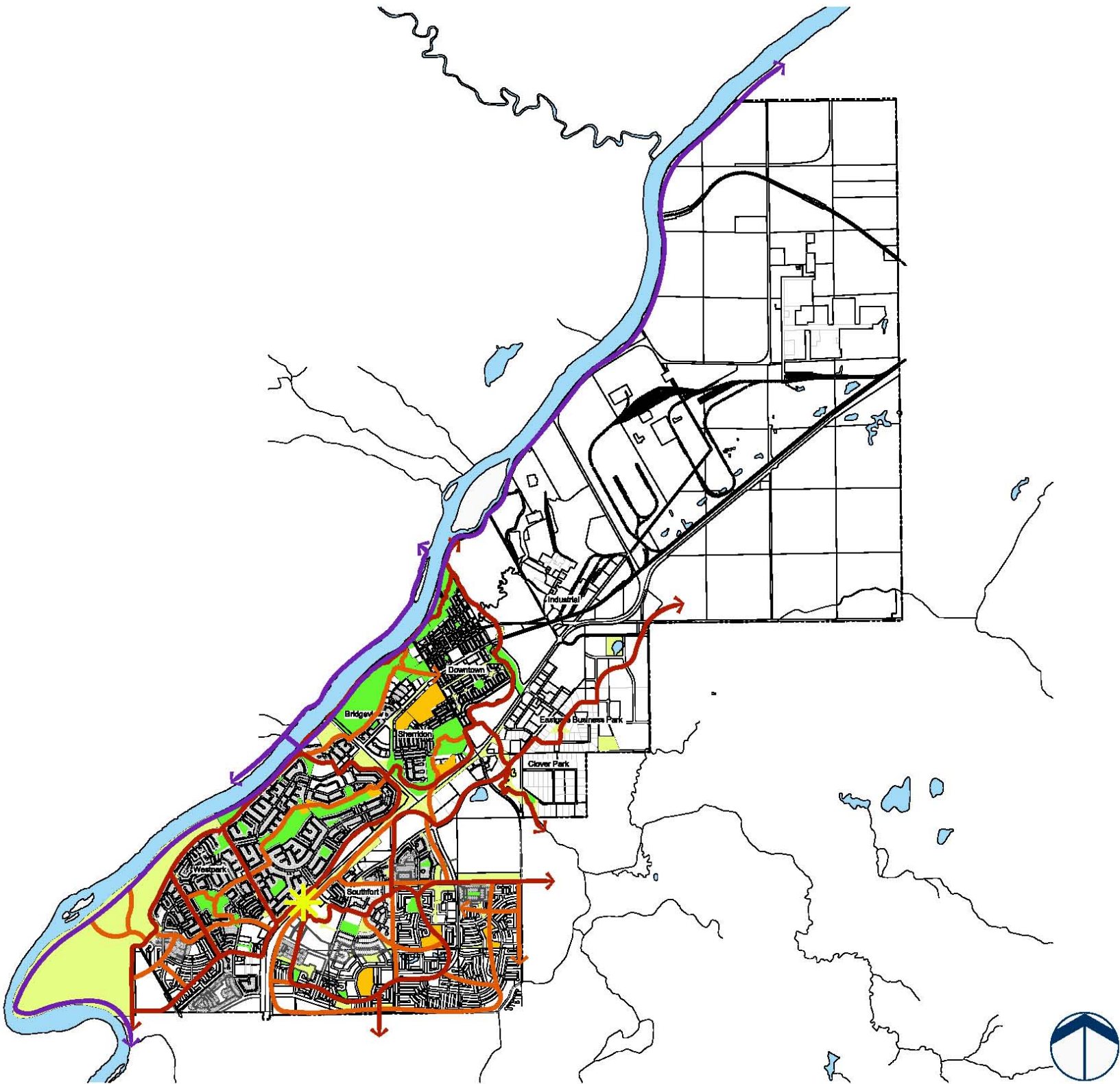
|                                                        |                  |
|--------------------------------------------------------|------------------|
| ♦ Grade level seed – covered by developer              |                  |
| ♦ Purchase and installation of backs stops, goal posts | \$ 45,000        |
| ♦ Fencing                                              | <u>\$ 40,000</u> |

**Total** **\$ 85,000**

- D. Major Community Recreation Infrastructure planning and development fund
- ◆ Seventy dollars per lot set aside for major community development initiatives
- E. Typical Neighborhood Related Open Space Development Costs (A, B, C and D above)
- ◆ Assume three neighborhood parks per ¼ section \$ 420,420
  - ◆ Assume related pathway system costs that are not paid for through Municipal dev't levy (transportation / infrastructure related) \$ 33,500
  - ◆ Assume sports field costs per ¼ section (excludes grade / level / seed) \$ 85,000
  - ◆ Major community recreation infrastructure planning and development fund \$ 35,000
  - ◆ Grade level seed of sites by developer in all cases
  - Total Cost per ¼ section \$ 573,920**
- F. Calculation of Lot Levies
- ◆ At medium densities, the neighborhood development (growth) provides for an average 10 lots per developable hectare and typically 500 lots per ¼ section.
  - ◆ This represents approximately \$1,147.84 per lot as a levy to meet the associated costs for neighborhood park development and parks infrastructure planning, provided that the developer provides for the cost of grade, level and seed.

## #5 Parks and Facility Mapping

Map #1: Network Plan



*City of Fort Saskatchewan*  
**Recreation, Culture and Parks  
Facilities Master Plan**

- LEGEND**
-  *Regional Trail*
  -  *Primary Trail*
  -  *Secondary Trail*
  -  *Highway Crossing*

**Network Plan**

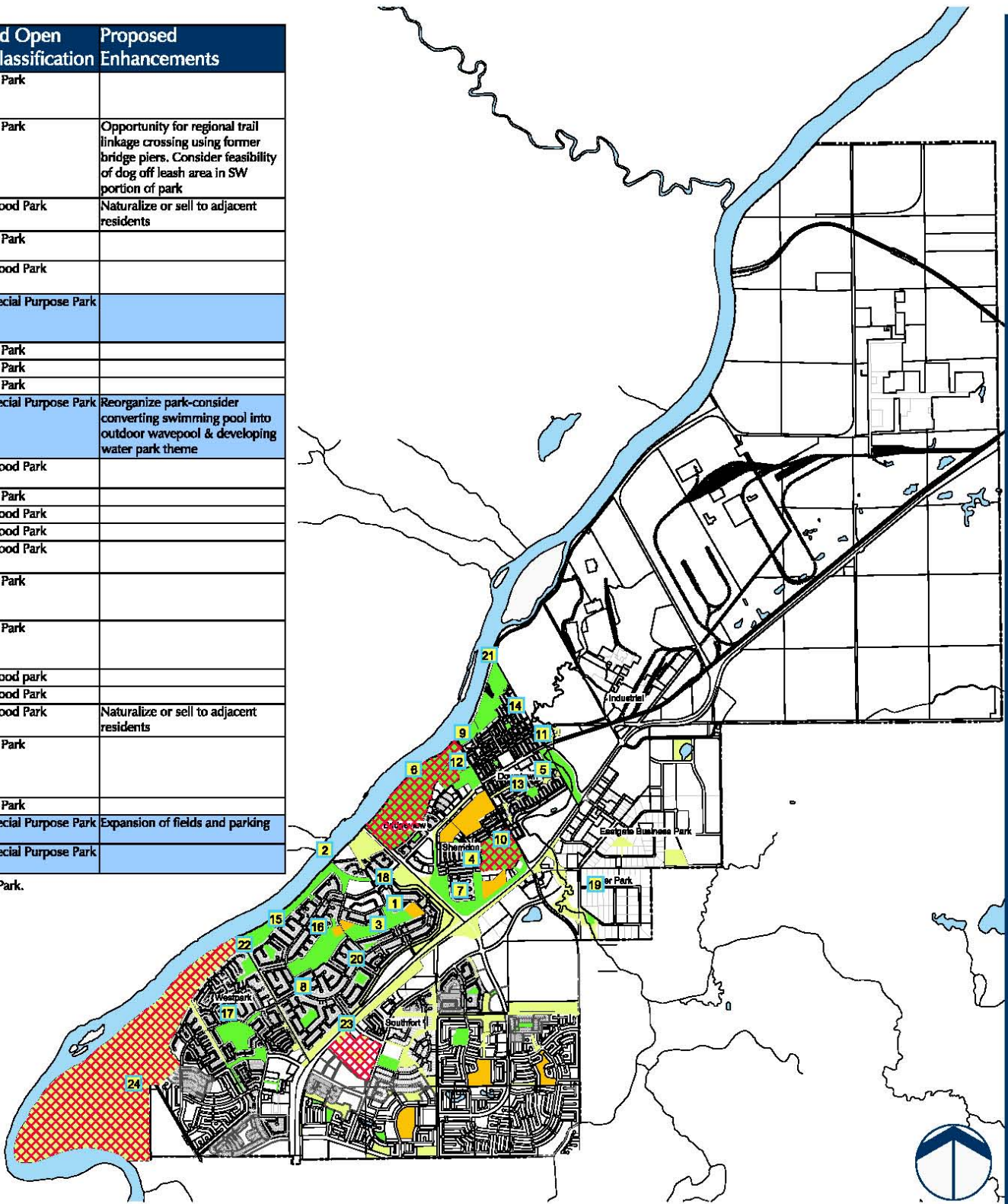
RC strategies eda Scale 0 5.0 10.0km May 2008 **1**



Map #2: Parks and Facilities Plan

|    | Park Name                           | Existing Features *                                                                                  | Proposed Open Space Classification | Proposed Enhancements                                                                                                                       |
|----|-------------------------------------|------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Carscadden Park                     | Baseball diamonds, school playgrounds, green spaces, trail links                                     | Community Park                     |                                                                                                                                             |
| 2  | Cabot Park                          | Historical elements, trail links                                                                     | Community Park                     | Opportunity for regional trail linkage crossing using former bridge piers. Consider feasibility of dog off leash area in SW portion of park |
| 3  | Diamond Park                        | Green space                                                                                          | Neighbourhood Park                 | Naturalize or sell to adjacent residents                                                                                                    |
| 4  | Eldon Brown Park                    | Soccer/football/rugby field, baseball diamond                                                        | Community Park                     |                                                                                                                                             |
| 5  | Elks Park                           | Alex's Playground(recycled tire playground)                                                          | Neighbourhood Park                 |                                                                                                                                             |
| 6  | Fort Centre Park                    | Plans under development for major regional Special Purpose Park                                      | Regional/Special Purpose Park      |                                                                                                                                             |
| 7  | Inglis Park                         | Urban Forest, trail links                                                                            | Community Park                     |                                                                                                                                             |
| 8  | J.D. McLean Park                    | Playground, toboggan hill                                                                            | Community Park                     |                                                                                                                                             |
| 9  | Jarvis Memorial Park                | Formal garden                                                                                        | Community Park                     |                                                                                                                                             |
| 10 | Jubilee Park                        | Recreation Centre, pool, skateboard park, clubs, legion, baseball diamonds, soccer field, playground | Regional/Special Purpose Park      | Reorganize park-consider converting swimming pool into outdoor wavepool & developing water park theme                                       |
| 11 | Langworthy Park                     | Natural parkland, toboggan hills                                                                     | Neighbourhood Park                 |                                                                                                                                             |
| 12 | Legacy Park                         | Green space                                                                                          | Community Park                     |                                                                                                                                             |
| 13 | Lowe Avenue Park                    | Green space                                                                                          | Neighbourhood Park                 |                                                                                                                                             |
| 14 | Mager Park                          | Playground, green space                                                                              | Neighbourhood Park                 |                                                                                                                                             |
| 15 | Marion Rogers Park                  | Playground, basketball net, green space                                                              | Neighbourhood Park                 |                                                                                                                                             |
| 16 | Mowat Park                          | Playgrounds, soccer fields, baseball diamonds, basketball nets, outdoor rink                         | Community Park                     |                                                                                                                                             |
| 17 | Pryce Alderson Park                 | Baseball diamonds, soccer pitches, playgrounds, basketball surface, spray park                       | Community Park                     |                                                                                                                                             |
| 18 | RCMP Park                           | Playground, outdoor rink                                                                             | Neighbourhood park                 |                                                                                                                                             |
| 19 | Rudolph Park                        | Natural green space                                                                                  | Neighbourhood Park                 |                                                                                                                                             |
| 20 | Steele Park                         | Open green space, playground for toddlers                                                            | Neighbourhood Park                 | Naturalize or sell to adjacent residents                                                                                                    |
| 21 | Turner Park                         | Sports fields, picnic facilities w/ firepits, picnic shelter, playgrounds, campground, trail links   | Community Park                     |                                                                                                                                             |
| 22 | William Casey Park                  | Playground, toboggan hills                                                                           | Community Park                     |                                                                                                                                             |
| 23 | Dow Centennial Centre               | Centre                                                                                               | Regional/Special Purpose Park      | Expansion of fields and parking                                                                                                             |
| 24 | River's Edge Park / Dow Ball Fields | 6 Diamond baseball complex                                                                           | Regional/Special Purpose Park      |                                                                                                                                             |

\*as indicated on City's website with the exception of Fort Centre Park.



City of Fort Saskatchewan  
**Recreation, Culture and Parks  
Facilities Master Plan**

**LEGEND**

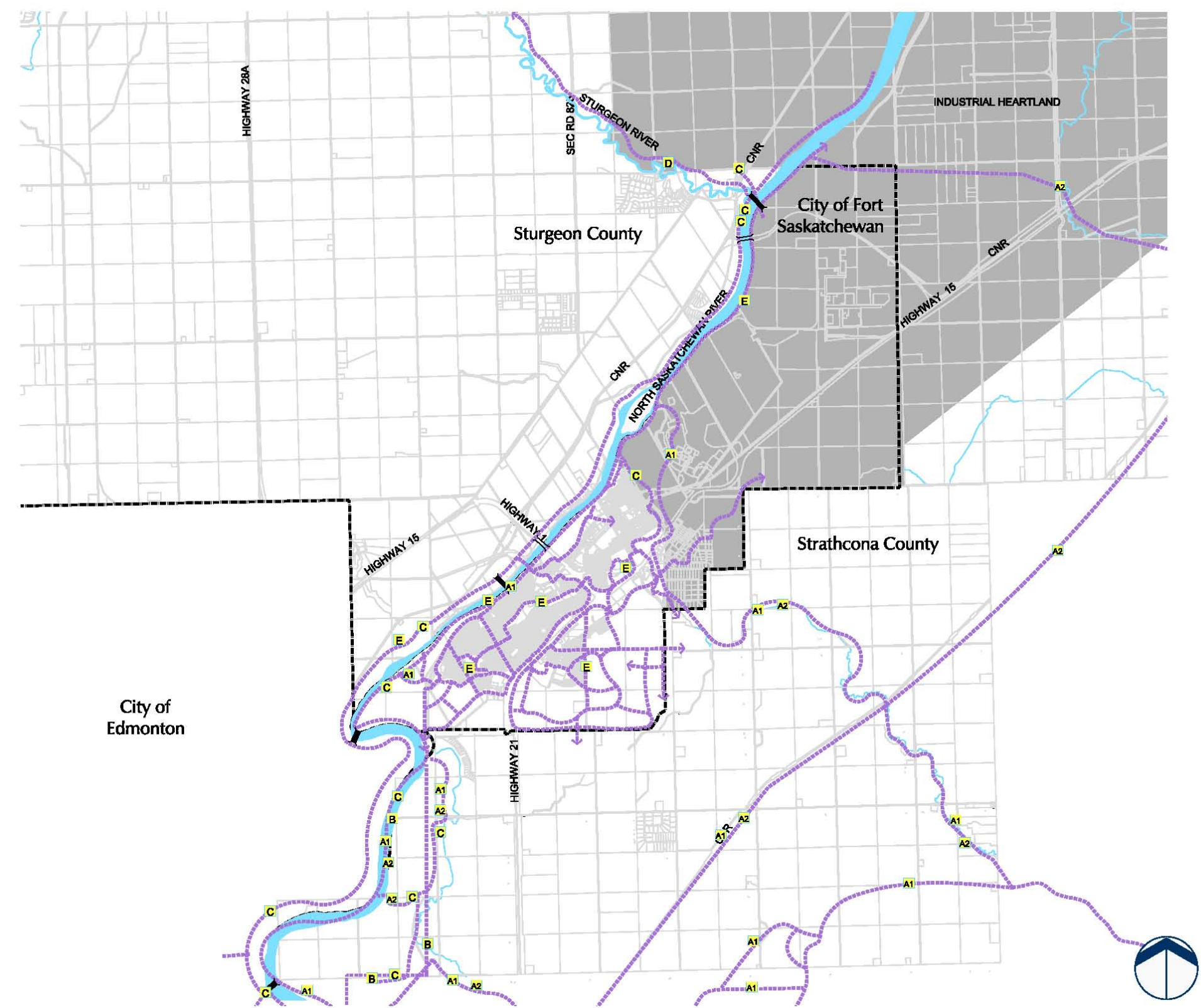
- Open Space
- City Parks
- School Grounds
- Major Recreation Node

**Parks & Facilities  
Plan**

RCMP, eda, Scale 0 500 1000m, May 2000, 2



Map #3: Regional Network Plan



City of Fort Saskatchewan  
**Recreation, Culture and Parks  
Facilities Master Plan**

LEGEND

- Proposed Trails as Identified in:
- A1** 1998 Strathcona County Trails Master Plan (Bicycle Trails)
  - A2** 1998 Strathcona County Trails Master Plan (Walking / Cross Country Skiing Trails)
  - B** 2000 Strathcona County Trans Canada Trail Plan
  - C** 2003 Alberta's Capital River Valley Interated Concept Plan Updater
  - D** 2003 Sturgeon County Open Space Plan Update
  - E** 2008 Fort Saskatchewan Recreation, Culture amd Parks Facilities Master Plan
- // Existing Bridges
- // Proposed Bridges (2003 Alberta's Capital River Valley Integrated Concept Plan Update)

**Regional Network  
Plan**

RC  
edra  
Scale 0 0.5 1.0 2.0km  
May 2008

## #6 Resource Requirements Background

### *Ball Diamonds*

#### **Current Situation**

The City of Fort Saskatchewan currently has 29 ball diamonds. These diamonds are utilized by both minor and adult sport groups and are located throughout the City.

The diamonds that are utilized for minor and adult baseball are located throughout the City with premier diamonds at the Legion Ball Park, Turner Park, Eldon Brown Park, Pryce Alderson Park and Mowat Park. The quality of these diamonds range with amenities including: outfield fences, dugouts, and concession / washroom facilities. These diamonds are maintained by a combination of City, non-profit and school board efforts. These diamonds are utilized between 80% and 85% of available weekday nights (Mon-Thurs, May and June) and approximately 3 of 4 weekends per month (May and June) dependent upon weather.

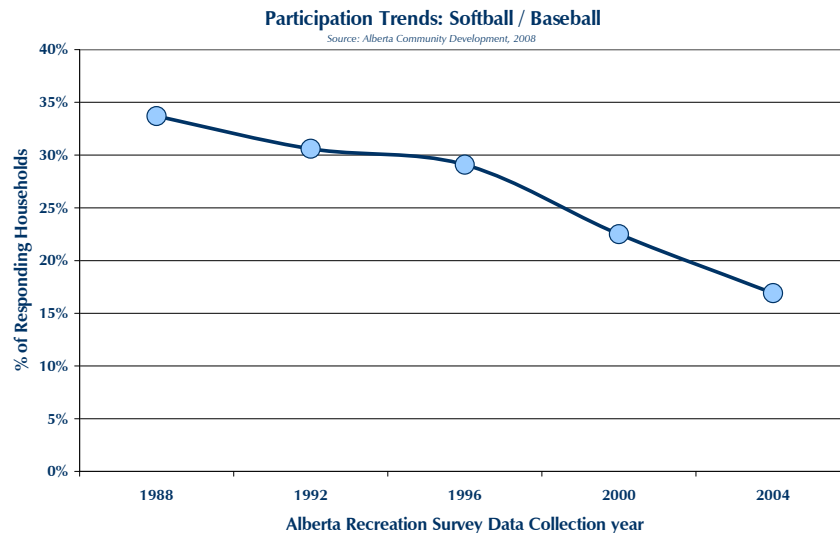
Right now, minor baseball has 18 teams (6 t-ball, 5 rookie, 3 mosquito, 2 peewee, 1 bantam and 1 midget) representing approximately 270 participants. Minor baseball expects an increase in participation in the near future. Anecdotally, Minor baseball has expressed the future need for additional ball diamonds for their peewee, bantam and midget team to handle larger numbers of young participants coming through the system.

The diamonds utilized for adult slo-pitch are located at Dow Fields. In total, there are six slo-pitch diamonds each with fenced outfields. As these fields are presently located away from residential areas and within the river valley, there use is primarily as a league / tournament destination. There are possible conflicts that could arise in the future with expanding residential development. Alternate field location should be considered in the next ten years should this conflict occur.

Right now adult slo-pitch utilizes the Dow fields approximately 70% of available weekday night times and hosts tournaments 10% of available weekends throughout the summer. The league expects to maintain its existing participation levels but does not have significant growth expected in the near future for league play. That being said, the operator would expect significant growth in tournaments hosted at the site if proper water servicing were made available (i.e. in order to host proper food and beverage services).

## Trends

The following graph outlines the findings of the Alberta Recreation Survey in terms of household participation in softball / baseball.



Although the survey indicates a decrease in participation, local participation data for minor baseball indicates a “rebound” in participation at the youth level. This increase will feed overall participation in softball / baseball and, coupled with expected population growth, additional ball diamonds may be warranted in the future.

## Comparatives

The City currently provides more ball diamonds per capita, one per 582 residents, as compared to the average of the comparative studies (one per 1,907 residents).

## Consultation Findings

- 44% of household respondent were “neutral” as to satisfaction with existing sports fields (33% were “very satisfied”).
- Sports fields were in the top five future household survey outdoor development priorities
- Additional ball diamonds for future participation growth were required by ball user groups.
- Servicing to the Dow field was indicated as a priority for future development so as to enable the facility to host more tournaments.

## Population

Expected population **demographic shifts** in the area include:

| Demographics (2012) | Demographics (2017) | Demographics (2022) | Demographics (2017) |
|---------------------|---------------------|---------------------|---------------------|
| 0-19: 25%           | 0-19: 24%           | 0-19: 23%           | 0-19: 22%           |
| 20-64: 65%          | 20-64: 66%          | 20-64: 66%          | 20-64: 67%          |
| 65+: 10%            | 65+: 10%            | 65+: 11%            | 65+: 11%            |

Although these demographic shifts include a decrease in the proportion of youth as a percentage of overall population, the decrease is small (1% over 20 years). That being said, the age group for adult slo-pitch has a small increase in overall proportion of population.

Expected population growth will be a major driver in the need for more ball diamond facilities in the City. As the City is expected to reach between 34,647 (low) and 41,443 (high) in the next 20 years, in order to maintain existing provision levels the requirement for ball diamonds will grow in relative proportion.

## Future Recommendation

Based on the data collected and expected trends in participation it is recommended that new ball diamonds will be required in the future due to expected population increases and expected increases in participation. That being said, it is not recommended that the same level of provision (i.e. per capita ratios) be maintained.

Future provision ratio:

- 1 per 1,000

Future development requirement:

- Additional ball diamonds in 2019 (medium growth assumptions) at recommended ration per population growth. At least one diamond to be developed when population reaches 28,000 or when existing groups partner and provide capital development monies for new facilities (see partnership framework).
- Note: Urban housing slated to increase around the Dow Centennial Fields will likely lead to conflict (noise, lighting, etc...) in eth future. The City should begin top allocate new lands for an alternative sports field complex to replace the Dow Field site in the future. Lands at the

Dow Centennial Complex and future industrial reserve lands may become worthy options.

## *Rectangular Fields*

### **Current situation**

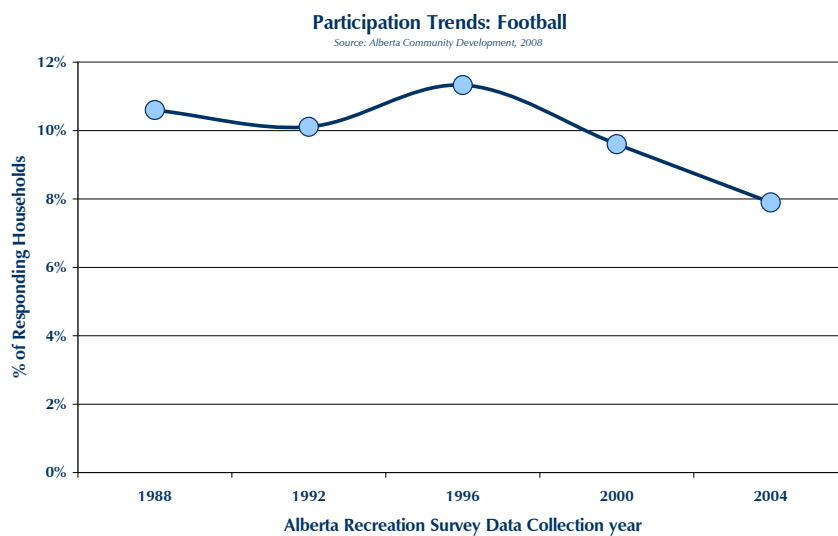
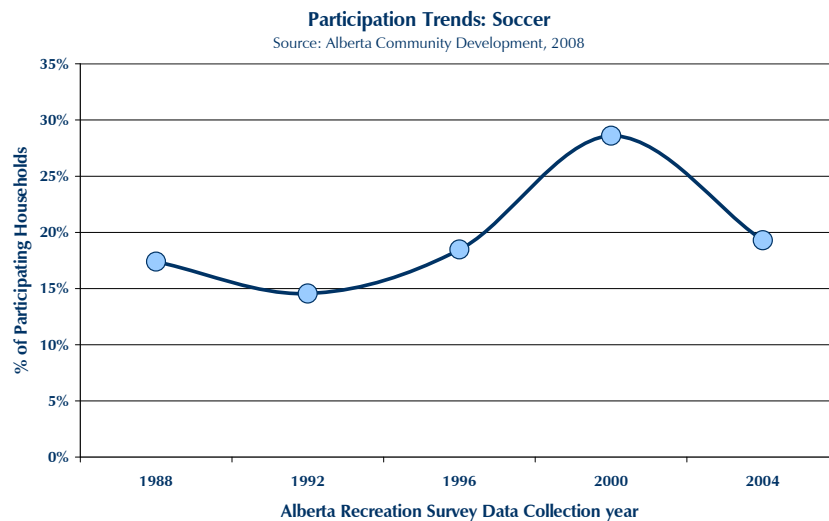
Rectangular fields are provided by the City of Fort Saskatchewan for activities such as organized soccer (youth and adult), minor football, field hockey and other field sports. The City currently offers 13 rectangular fields spread throughout the City ranging in quality and size. These fields are maintained by a combination of City, non-profit and school board efforts and are typically utilized four nights per week (Mon-Thurs, May and June) and 8 weekends per month (May and June) dependent upon weather.

The major users of City rectangular fields are by soccer and football groups. Fort Saskatchewan Minor Soccer reports a stable participant base with a waiting list for the Under 4 division. Right now minor soccer has 625 outdoor and 400 indoor participants. Much like minor ball, high participation in the younger age groups would suggest future stable demand and perhaps increases in overall participation. Minor Football in the City is entering its second year of operation and, accompanied with school users, makes up the participant base for football in the City. In total there are about 95 football participants in the City. Right now, football groups practice on soccer fields but do not have an appropriate field facility<sup>2</sup> in the City to host games, requiring high school and minor football teams to host home games in Sherwood Park.

User groups suggest that the quality of the fields is good but permanent washroom facilities should be considered for future development (especially at multiple field structures). Another major concern from responding groups is the inability to play on fields when rainfall occurs. Although it is realized that this is a precaution used by the City to sustain good field conditions, groups felt that closure is premature in some cases. Groups were pleased with the process for booking fields and some of the fields in the City are considered by users to be the best in the region.



## Trends



As can be seen in the preceding charts, participation for rectangular field sports is slightly decreasing but still explains that almost 30% of households claim use of rectangular fields of soccer and football purposes.

## Comparatives

The City currently provides more rectangular fields per capita, one per 1,298 residents, as compared to the average of the comparative studies (one per 4,729 residents). Only one of the comparable municipalities had artificial turf fields (Spruce Grove).



## Consultation findings

- 44% of household respondent were “neutral” as to satisfaction with existing sports fields (33% were “very satisfied”).
- Sports fields were in the top five future household survey outdoor development priorities
- Soccer was the third most important existing activity of students (mentioned by 10% of total respondents).
- Soccer fields were the highest outdoor development priority of students.
- Permanent washrooms at existing multi-field facilities, an appropriate football field for hosting home games (in the future once the group expands) and continued maintenance and upkeep of existing fields were priorities of user groups.

## Population

Expected population **demographic shifts** in the area include:

| Demographics (2012) | Demographics (2017) | Demographics (2022) | Demographics (2017) |
|---------------------|---------------------|---------------------|---------------------|
| 0-19: 25%           | 0-19: 24%           | 0-19: 23%           | 0-19: 22%           |
| 20-64: 65%          | 20-64: 66%          | 20-64: 66%          | 20-64: 67%          |
| 65+: 10%            | 65+: 10%            | 65+: 11%            | 65+: 11%            |

Although these demographic shifts include a decrease in the proportion of youth as a percentage of overall population, the decrease is small (1% over 20 years).

Expected population growth will be a major driver in the need for more rectangular field facilities in the City. As the City is expected to reach between 34,647 (low) and 41,443 (high) in the next 20 years, in order to maintain existing provision levels the requirement for sport fields will grow in relative proportion.

## Future recommendation

Based on the data collected and expected trends in participation it is recommended that new rectangular fields will be required in the future due to expected population increases and expected increases in participation. That being said, it is not recommended that the same level of provision (i.e. per capita ratios) be maintained.

Future provision ratio:

- 1 per 2,500

Future development requirement:

- Additional rectangular fields in 2022 (medium growth assumptions) at recommended ration per population growth. At least one field to be developed when population reaches 32,000.
- If groups such as minor football, minor soccer and the high school wish to explore the development of a “home field” (natural or artificial turf) the City should facilitate a partnering process to determine feasibility and need (see partnership framework). This should occur only if groups are organized and are willing to contribute to feasibility study costs.

## Golf Courses

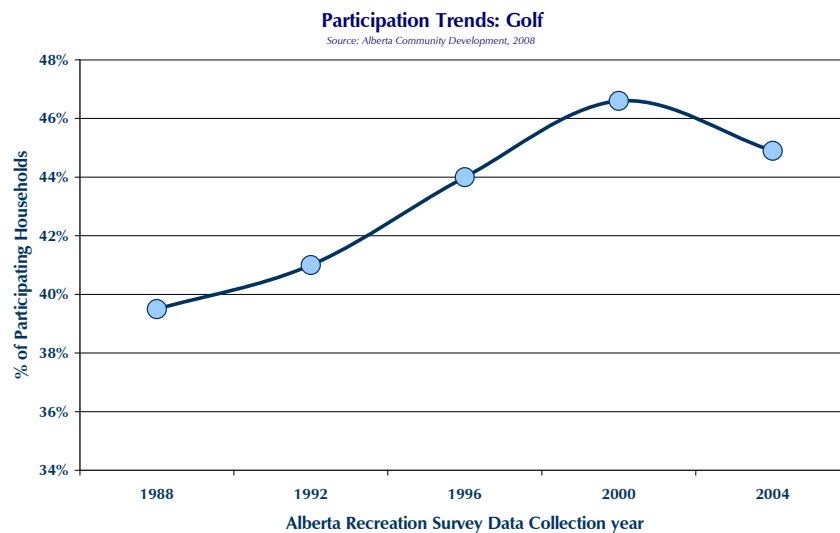
### Current situation

The current 9 hole golf course is owned by the City and operated by a local non-profit organization and has a loyal membership made up of citizens from the community. The course is comparable in the region in terms of price, quality and the clubhouse facility has full food services.

Due to the size of the clubhouse and the fact that the course is 9 holes, the ability for the operation to host tournaments and large banquets is limited.

Other golf courses in the immediate region are privately operated and most have at least 18 holes.

### Trends



Golf is the most popular sport in the province with over 44% of households claiming participation.

### Comparatives

Three of the nine municipality compared have municipally owned golf course, one of which is municipally operated as well.

## Consultation findings

Golf courses were not identified by the household survey respondents as major priorities for municipal parks and open space development. This is likely due to the nature of most golf courses being privately owned and operated and due to the fact that there are an abundance of golf course s in the capital region (50+).

## Population

One of the reasons why golf is the most popular sport in the province is because it can be enjoyed by all age groups. It is especially popular with middle aged adults. That being said, the sport is expected to remain popular regardless of major shifts in age demographics throughout the province and may even increase in participation as a proportion of overall population as adult age categories are expected to grow.

## Future recommendation

Future development requirement:

- Continue with current situation at the existing golf course and if demand for renovations or enhancements to existing facilities at the location surface, use partnering framework to determine feasibility of proposal.
- Continue to explore potential private golf course development in the river valley and work with the private sector in determining feasibility. It is not recommended that the City explore golf course development as a primary stakeholder at this point.

## *Other*

### **Tennis Courts**

The City currently has five tennis courts which are utilized by residents on a regular basis in the summer months. The number of tennis courts provided by the City is comparable to other similar sized municipalities and tennis courts did not surface as major outdoor development priorities through any of the surveys conducted. Participation in tennis is decreasing based on the Alberta Recreation Survey dropping from 31% of total households in 1981 to 11% of total households in 2004.

Future development requirement:

- None at present.

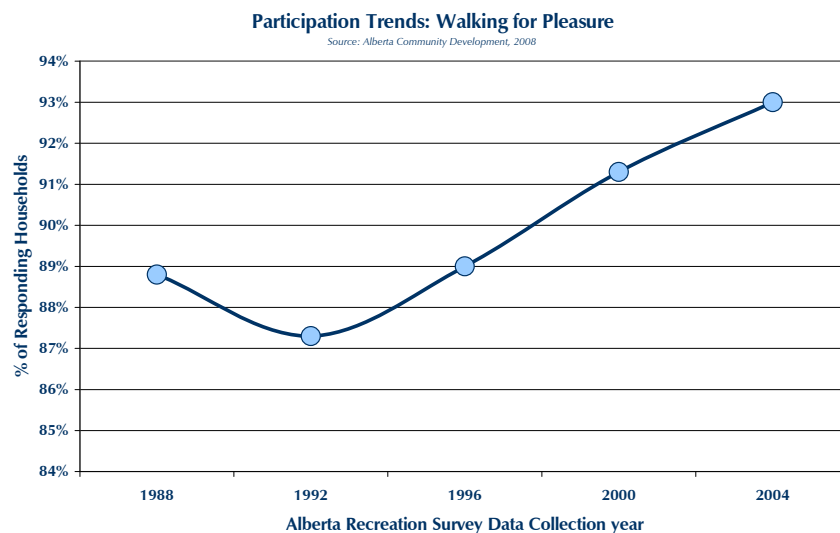
## Trails

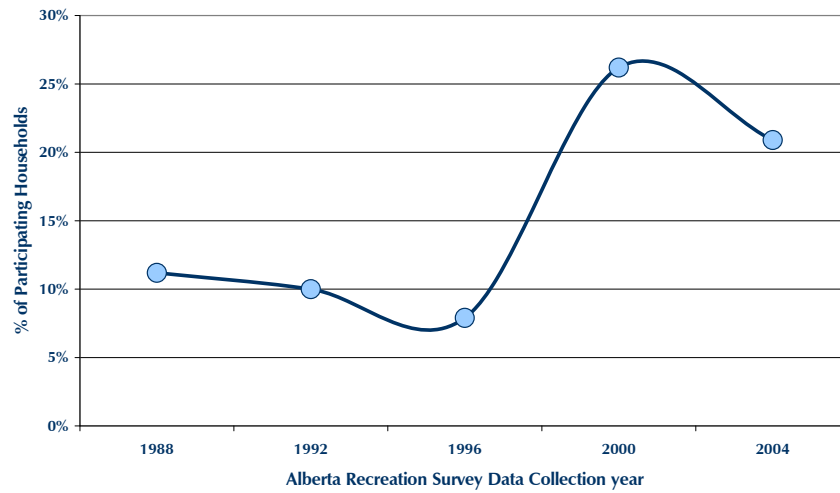
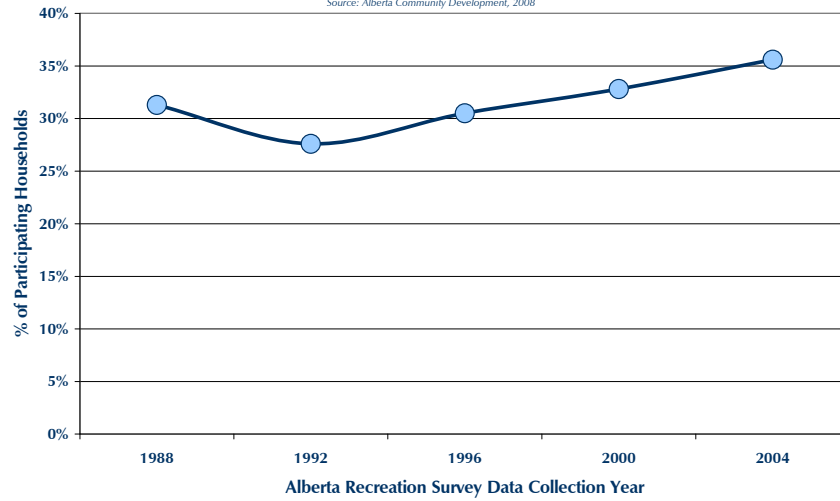
### Current situation

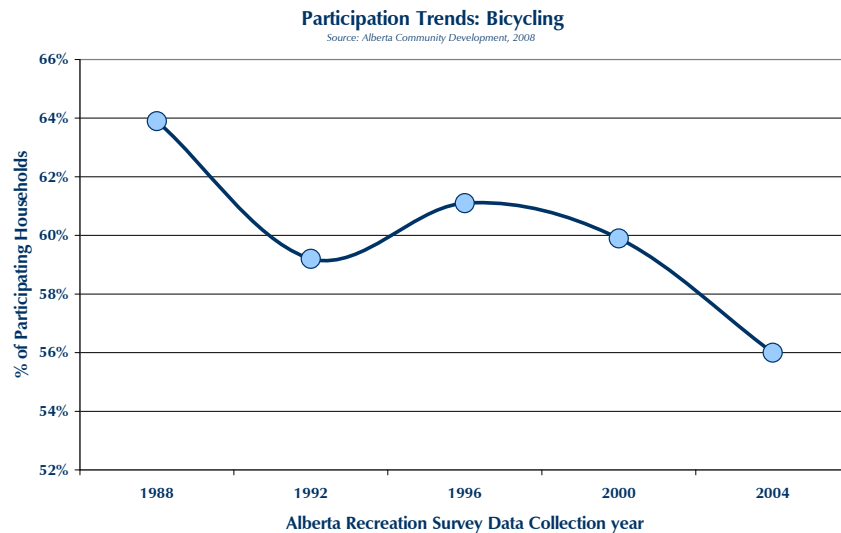
The City currently maintains a network of multi-use trails throughout the community. These trails are heavily utilized by walkers, joggers, bicyclists and inline skaters. The existing trail system, although extensive, is somewhat separated by the highway into north (predominantly mature areas) and south (predominantly new areas) sections. The interconnecting of these two systems is something that needs to be addressed in future planning.

The River Valley Alliance Implementation Plan takes into consideration trail linkages through the river valley and other initiative such as the Trans Canada trail require broader contextual consideration from a regional perspective.

### Trends



**Participation Trends: Inline Skating**Source: Alberta Community Development, 2008**Participation Trends: Jogging / Running**Source: Alberta Community Development, 2008



As can be seen, trail activities such as walking for pleasure, bicycling, walking a pet, jogging / running and in line skating range in household's participation from 22% to 93%. Walking for pleasure is the most popular physical activity in the Province and it, like all other trail based activities, can be enjoyed by all ages.

Other trends in regards to trail development include the concept of "walkable communities" and alternative transportation which relate to the benefits of active transport as opposed to vehicular transportation. These trends have lead some communities to plan for active transportation routes that promote walking or biking to work and environmental stewardship. The increased awareness of the environment accompanied by increasing fuel prices could lead to increased demand for alternative forms of transportation, and in particular trail connectivity.

## Comparatives

All of the other communities compared have extensive multi-use trail systems although only one, other than the City of Fort Saskatchewan, includes a substantial river valley component.

## Consultation findings

- Existing multi-use trails in the community were the most heavily utilized facilities as identified in the household survey (used by 81% of total respondents).
- Although most respondents to the household survey were "highly satisfied" with multi-use trails in the community, trails were the top priority for future outdoor development from the household survey.



- Multi-use trails were the second highest outdoor development priority of students.

### Population

As multi-use trail based activities can be enjoyed by all age demographics and participation in activities on multi-use trails is estimated at nearly 100% of households, population shifts are not expected to have a major impact on the demand for trail systems.

### Future recommendation

Future development requirement:

- Continue to develop trails in new subdivisions based on the trail hierarchy proposed in the open space standards and guidelines.
- Review ability to connect north and south trail networks.

## ***Parks, Playgrounds and Tot Lots***

### **Current situation**

There are currently 22 parks, and 13 playgrounds / tot lots in the City. Many of the parks and playgrounds service local neighborhood populations and include a variety of types of playground apparatus and features. Use of these types of facilities is very hard to determine as access is not controlled and participation occurs on a spontaneous basis.

Features in existing parks include water spray features, skateboard / bmx features, toboggan hills, play structures, park benches and picnic tables.

### **Trends**

Parks, playgrounds and tot lots are a staple for municipal parks and open space provision. Major trends include changing varieties of playground equipment as well as the use of different materials in playground construction (including rubber in lieu of sand, etc...). As these types of spaces are typically provided by land developers as part of the development process, trends in setting standards for development have seen municipalities ask for increasing levels of finish to park spaces.

Multi-sensoral park components, such as water features and natural sound, are beginning to be considered in park development. Another key trend in parks and playground provision is parks naturalization (non-manicured) and naturalized play areas (i.e. dirt hills and trees as opposed to traditional playground apparatus).

### **Comparatives**

The City currently provides slightly more parks per capita (one park per 767 residents) than comparable averages (one park per 818 residents) and slightly less playgrounds per capita (one playground per 1,407 residents) than comparable averages (one playground per 991 residents).

Three of the municipalities compared had major water spray parks (4 did not) and all comparable municipalities had one skateboard / bmx park.

### **Consultation findings**

- Existing parks and open spaces in the community were the third most heavily utilized facilities as identified in the household survey (used by 57% of total respondents).

- Household survey respondents were “highly satisfied” with outdoor parks and “less satisfied” with directional signage to parks. Playgrounds and parks were the second and third highest outdoor development priorities as mentioned by household survey respondents.
- Playgrounds / tot lots were the fourth highest outdoor development priority of students.

### Population

Much like multi-use trails, parks and playgrounds can be enjoyed by all age demographics and as such population shifts are not expected to have a major impact on the demand for these types of facilities.

### Future recommendation

Future development requirement:

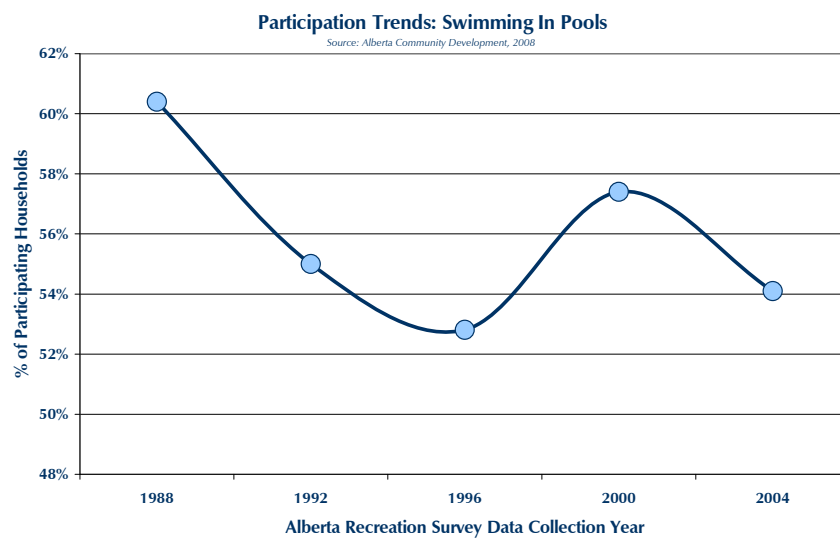
- Continue to provide parks and open spaces based on the open space guidelines provided.
- Review existing maintenance schedules for parks and where possible, look to implement non-manicured / naturalized areas throughout the existing parks system.
- Where new or renovated parks spaces are required, look to new trends in park development such as new types of equipment, naturalized playscapes and environmentally friendly materials in park feature development.

## Outdoor Pools

### Current situation

The City does not currently have an outdoor pool as aquatics needs are met by Harbour Pool (indoor).

### Trends



Swimming in pools is a popular activity in the province. In total 54% of Alberta households indicate participation in the activity.

### Comparatives

Only two of the comparable municipalities had outdoor pools.

### Consultation findings

- An outdoor pool was mentioned as the fifth highest priority for outdoor facility development in the household survey.
- The student survey indicated that an outdoor pool was the fifth highest outdoor development priority.

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## **Population**

Swimming can be enjoyed by all age demographics and as such population shifts are not expected to have a major impact on the demand for these types of facilities.

## **Future recommendation**

Future development requirement:

- Immediate development of an outdoor swimming pool is not recommended, however if future indoor aquatics development is to occur, it is recommended that the city explore the use of the existing Harbour Pool tank as an outdoor swimming venue.

## *Other*

### **Outdoor Rinks**

The City currently has one outdoor rinks that are utilized approximately 40% of available time. There is also a snow bank rink developed each year in Legacy Park. These two rinks provide facilities for residents to play hockey, other ice sports and public skating.

Outdoor rinks were not mentioned as a high priority in the needs assessment and future population growth will not likely impact the demands for outdoor rink facilities unless program conditions changes.

Future development requirement:

- Maintain existing outdoor rinks and development of any new rinks should only be in concert with a summer use venue (i.e. multi-use courts in the summer, outdoor rink in the winter). At least one additional outdoor boarded rink and snow bank rinks as required as new neighborhoods expand.

## Indoor Fields

### Current situation

The City currently operates one indoor field at the Dow Centennial Centre that is predominantly used by youth and adult indoor soccer. Other major users of the facility include school groups and gymnasium sports.

The following chart indicates typical facility usage during the indoor soccer season:

| Usage: Agrium Field |     |     |     |     |     |     |     |
|---------------------|-----|-----|-----|-----|-----|-----|-----|
|                     | Sun | Mon | Tue | Wed | Thu | Fri | Sat |
| 7am                 |     |     |     |     |     |     |     |
| 8am                 |     |     |     |     |     |     |     |
| 9am                 |     |     |     |     |     |     |     |
| 10am                |     |     |     |     |     |     |     |
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| 12am                |     |     |     |     |     |     |     |
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| 4pm                 |     |     |     |     |     |     |     |
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| 7pm                 |     |     |     |     |     |     |     |
| 8pm                 |     |     |     |     |     |     |     |
| 9pm                 |     |     |     |     |     |     |     |
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| 11pm                |     |     |     |     |     |     |     |

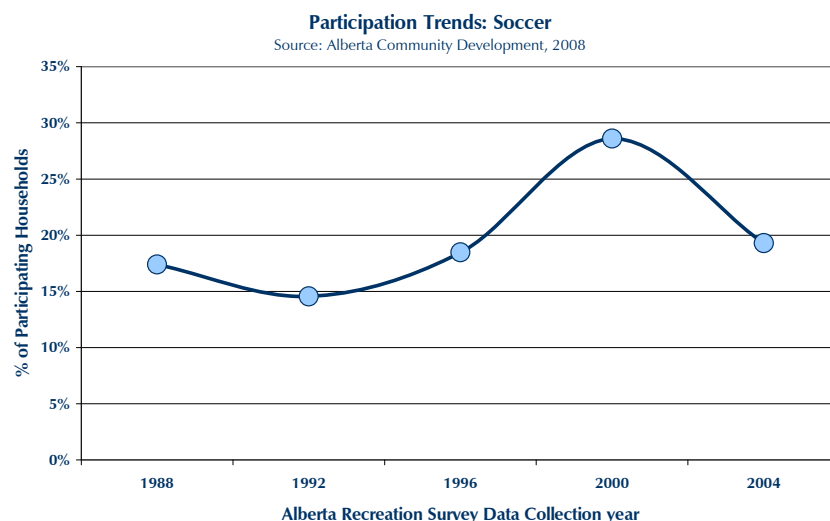
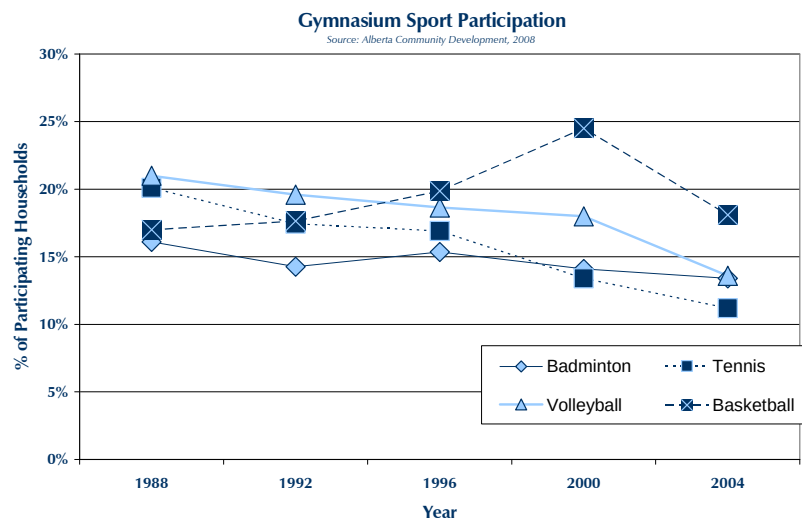
As can be seen, there are a number of available prime time slots throughout the week and as the facility is utilized to approximately 58% prime time and 44% overall capacity.

As mentioned the major user group for the facility is indoor soccer. Currently indoor youth soccer has 400 participants and there are a number of adult teams who also use the facility. Growth is expected to occur in indoor soccer relative population increases.

## Trends

The development and utilization of indoor field facilities has been a major focus for many recreation facility developments throughout the Province. Started by indoor soccer, many other activities are finding that these facilities are ideal program spaces. These other activities include football, lacrosse, baseball / softball, track and field and other gymnasium sports such as basketball, badminton, tennis and volleyball. The ability to utilize these large indoor spaces for indoor trade shows and banquets makes them very “multi-use” and positions them as attractive venues for community recreation and culture facility development.

Participation trends for some of these activities are explained in the following charts:





## Comparatives

Of the seven comparable municipalities contacted, five offered at least one indoor field to respective residents. The City provides slightly lower (one field house per 16,146 residents) than the average per capita provision ratio of one field per 13,622 residents.

## Consultation findings

- Indoor field development did not surface as a major indoor development priority from either the household survey or the student survey.

## Population

Field house facilities are utilized by both youth and adults and as such, population demographic shifts are not expected to have a major impact on the demand for these types of facilities. However, growth in population may have an impact on demand for field house facilities.

## Future recommendation

Future development requirement:

- Immediate development of an additional indoor field is not recommended.
- Increased / expanded programming of the existing indoor field facility is recommended to go beyond indoor soccer and into other indoor field sports to increase overall utilization.
- Once the population reaches 30,000 it is recommended that an additional field house be explored with development to occur at the Dow Centennial Centre.
- If demand for an additional field house facility surfaces before then, it is recommended that the partnering framework be utilized to plan for and develop new indoor field facilities.

## Program Aquatics

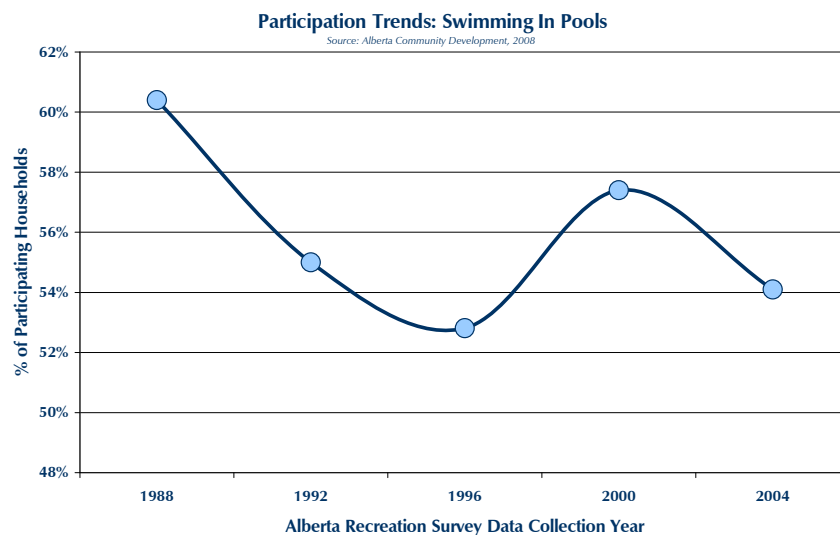
### Current situation

Program aquatics include swimming lessons and swim competitions. The existing facility enables local groups to participate in these activities however, the facility is not ideally sized to host local level or regional competitions. That being said, local groups have the ability to host major regional events in the Capital Region at major program venues (50m program pools, dive towers, etc...) located in the City of Edmonton.

The Harbour Pool is currently utilized approximately 50% of the time for programs (lessons and rentals) and 50% of the time for public leisure use. As the pool services two aquatics markets (program and leisure) in the community, it is a multi-use venue however, its features are not ideal for either user.

### Trends

Swim Clubs and swim lessons are a mainstay in communities that have indoor and / or outdoor swimming pools. As swim lessons are typically administered through school curriculum, demand for these types of activities is expected to remain constant.



As can be seen, at over 54% of total Alberta households, the activity of swimming in pools is heavily participated in.

## Comparatives

The City currently provides indoor program tanks at a rate similar to comparable averages (at one per 16,146 as compared to one per 16,341).

## Consultation findings

- The Harbour Pool was the fifth most frequently utilized facility as identified in the household survey (used by 53% of total respondents).
- An indoor swimming pool was mentioned as the top future development priority for indoor development. Although this demand should be considered a combination of indoor program and indoor leisure components, indoor aquatics is a very high priority of households.
- Indoor swimming pools were also the top indoor development priority of students.

## Population

As indoor swimming pools that combine program and leisure tanks can be enjoyed by all age demographics, population demographic shifts are not expected to have a major impact on demand for these types of facilities. Programming to different age groups will be key in ensuring use of the Harbour Pool and future aquatics facility development.

## Future recommendation

Future development requirement:

- The need for an indoor aquatics venue in the community is apparent. Although the Harbour Pool is meeting needs in the community, it is not ideal for either program or leisure use. When major facility retrofits are required, it is recommended that the City complete a detailed cost / benefit analysis as to whether or not to renovate Harbour Pool or develop a new indoor aquatics centre.
- If the optimum option is to develop new, the existing tanks should be assessed for capacity as an outdoor swimming pool and a new facility should be built at the Dow Centennial Centre site to include both leisure and program elements.

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## *Indoor Ice*

### **Current situation**

The City currently operates three sheets of indoor ice. The Jubilee Recreation Centre, the Sportsplex and the Dow Centennial Centre (Sherrit-CEP Arena) each include regulation sized ice sheets with various seating capacities. The arenas operate during the fall and winter months with the ice user season spanning 27 weeks. The three arenas are heavily utilized with prime time capacities ranging from 83% to 91% (56% to 63% overall utilization). Prime time is defined as 5pm-11pm weekdays and 7am-11pm weekends.

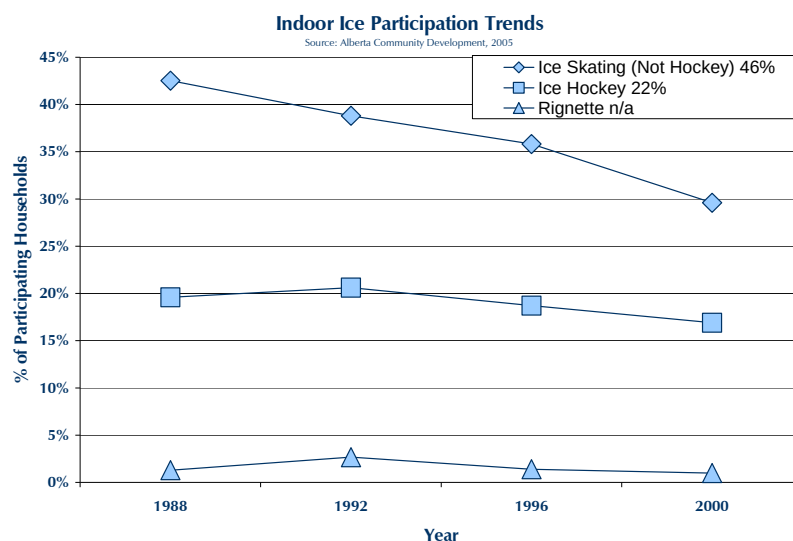
| Usage: Sherritt-CEP Arena |     |     |     |     |     |     |     |
|---------------------------|-----|-----|-----|-----|-----|-----|-----|
|                           | Sun | Mon | Tue | Wed | Thu | Fri | Sat |
| 7am                       |     |     |     |     |     |     |     |
| 8am                       |     |     |     |     |     |     |     |
| 9am                       |     |     |     |     |     |     |     |
| 10am                      |     |     |     |     |     |     |     |
| 11am                      |     |     |     |     |     |     |     |
| 12pm                      |     |     |     |     |     |     |     |
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| 4pm                       |     |     |     |     |     |     |     |
| 5pm                       |     |     |     |     |     |     |     |
| 6pm                       |     |     |     |     |     |     |     |
| 7pm                       |     |     |     |     |     |     |     |
| 8pm                       |     |     |     |     |     |     |     |
| 9pm                       |     |     |     |     |     |     |     |
| 10pm                      |     |     |     |     |     |     |     |
| 11pm                      |     |     |     |     |     |     |     |

| Usage: SPX Arena |     |     |     |     |     |     |     |
|------------------|-----|-----|-----|-----|-----|-----|-----|
|                  | Sun | Mon | Tue | Wed | Thu | Fri | Sat |
| 7am              |     |     |     |     |     |     |     |
| 8am              |     |     |     |     |     |     |     |
| 9am              |     |     |     |     |     |     |     |
| 10am             |     |     |     |     |     |     |     |
| 11am             |     |     |     |     |     |     |     |
| 12pm             |     |     |     |     |     |     |     |
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| 3pm              |     |     |     |     |     |     |     |
| 4pm              |     |     |     |     |     |     |     |
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| 6pm              |     |     |     |     |     |     |     |
| 7pm              |     |     |     |     |     |     |     |
| 8pm              |     |     |     |     |     |     |     |
| 9pm              |     |     |     |     |     |     |     |
| 10pm             |     |     |     |     |     |     |     |
| 11pm             |     |     |     |     |     |     |     |

| Usage: JRC Arena |     |     |     |     |     |     |     |
|------------------|-----|-----|-----|-----|-----|-----|-----|
|                  | Sun | Mon | Tue | Wed | Thu | Fri | Sat |
| 7am              |     |     |     |     |     |     |     |
| 8am              |     |     |     |     |     |     |     |
| 9am              |     |     |     |     |     |     |     |
| 10am             |     |     |     |     |     |     |     |
| 11am             |     |     |     |     |     |     |     |
| 12pm             |     |     |     |     |     |     |     |
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| 8pm              |     |     |     |     |     |     |     |
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| 11pm             |     |     |     |     |     |     |     |

The major users of the indoor ice arenas now include minor hockey, adult hockey, ringette, figure skating and public skating. Of these groups, the largest is minor hockey at approximately 550 participants. Although majority needs for ice are being met in the community, programmatic issues with the existing facilities include issues with dressing rooms, lack of storage and lobby areas.

## Trends



Approximately 22% of households claim participation in organized ice sports while almost half of all households take part in skating. Due to these varying levels of interest, many communities are exploring different types of indoor ice

facility development including boardless and / or removable board systems to accommodate multi-use of ice surfaces and themed leisure ice areas.

### Comparatives

The City currently provides ice arenas at a similar rate to comparable averages (one per 5,627 and one per 5,651 respectively).

### Consultation findings

- Arenas were the second highest indoor facility development priority from the household survey.
- Stakeholder groups have indicated a need to address issues with current facilities including upgrades to the Jubilee Recreation Centre and the Sportsplex.
- Hockey is the second most popular indoor activity of students.

### Population

Participation in ice sports is typically by youth or adults up to age 45. A Look at Leisure #58 (Alberta Tourism Parks and Culture, 2008) relates that when adult reach age 45 there is a dramatic decrease in participation in ice sports. That being said, the expected shift in age demographics is not significant enough to expect major changes in existing participation levels although growth in population will undoubtedly increase demand for ice facilities.

### Future recommendation

Future provision ratio:

- 1 per 7,500

Future development requirement:

- The first priority for indoor ice facilities is to maintain existing facilities. As the provision of these facilities is consistent with other similar sized municipalities, the number of sheets is appropriate for the existing population however, programmatic issues should be addressed in the short term in existing facilities.
- If addressing issues in existing facilities requires major capital expenditure, it is recommended that detailed cost / benefit analysis be undertaken to see if new facility development is a more viable option than retrofitting existing facilities.
- If new facility development is the optimum option, the development of another ice sheet at the Dow Centennial Centre is recommended.

- Future development of ice arenas should aim to support a provision ratio of at least one per 7,500 residents. Based on expected population growth (medium assumptions) this would equate to the need for a fourth ice arena by 2030 with planning beginning in 2028.



## Performing Arts Venues

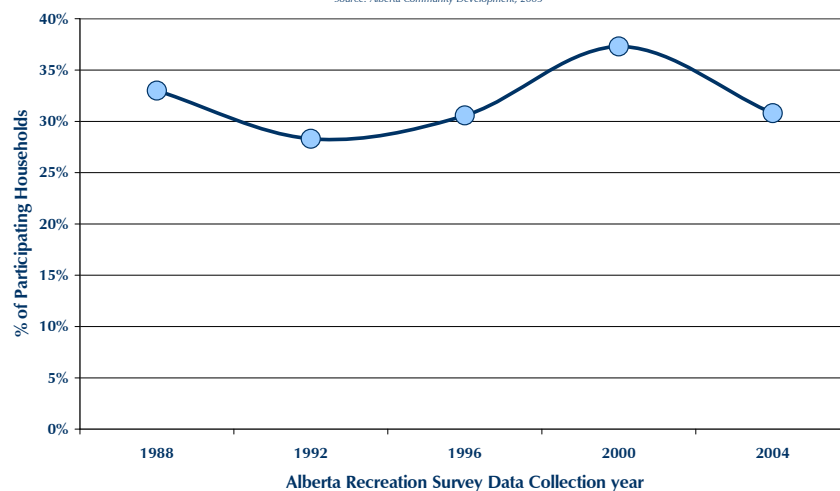
### Current situation

The City currently operates a major performing arts venue, the Shell Theatre, at the Dow Centennial Centre. The facility is well utilized 66% of available days (including set up and take down) and offers a variety of musical and theatrical performances to residents through direct provision and rentals. The facility is also utilized for private events / functions and rehearsals.

### Trends

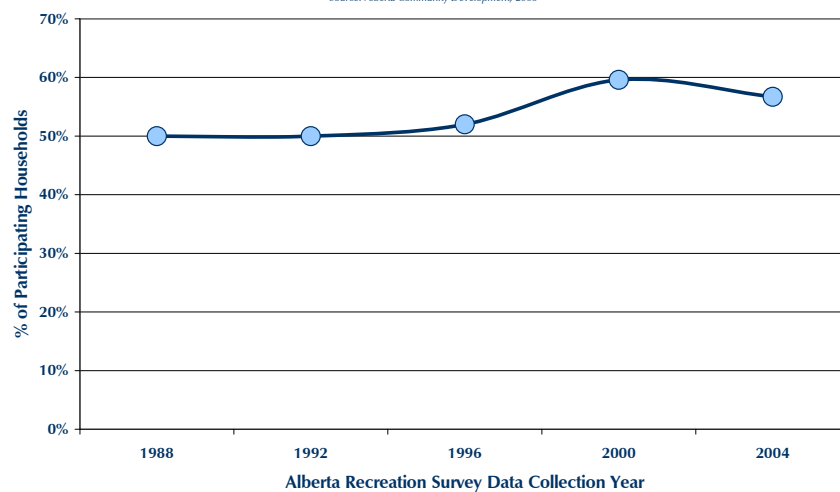
Participation Trends: Taking Part In The Arts

Source: Alberta Community Development, 2005



Participation Trends: Attending a Fair / Festival / Concert

Source: Alberta Community Development, 2005



In terms of participation in performing arts programs, approximately one in every three households claims participation in the “arts” (including visual and performing). Over 55% of households claim attendance at a fair, festival or concert. These levels of participation show that a performing arts venues, as well as other arts and culture pursuits, are significant for future indoor facility consideration.

### Comparatives

The City currently provides performing arts venues very close to comparable averages (one per 16,146 as compared to one per 17,008) with 6 of the seven communities compared offering a performing arts venue to respective residents.

### Consultation findings

- The Shell Theatre was the second most frequently utilized facility as identified in the household survey (used by 61% of total respondents).
- Performing arts venues were the fourth highest indoor development priority identified from the household survey.

### Population

As these types of facilities are utilized (either as a participant or as a spectator) by all ages, age demographic shifts are not expected to have significant impacts on facility demand.

Although population growth may increase demands for the facility, the sizing of the facility (seating capacity) and the nature of the venue<sup>3</sup> relate that the Shell Theatre will continue to service the Fort Saskatchewan public for the foreseeable future.

### Future recommendation

Future development requirement:

- Continue to operate and maintain the existing Shell Theatre.

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<sup>3</sup> If demand for a major performance exceeds capacity, more than one show can be offered.

## Historical / Interpretive Resources

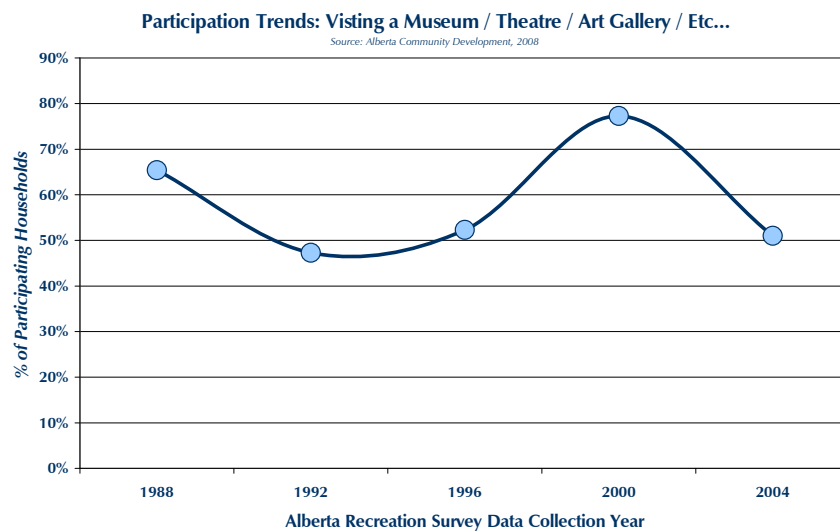
### Current situation

Fort Saskatchewan is built on a strong historical / heritage tradition. With many existing historical venues throughout the community and its location on the North Saskatchewan River Valley, the City prides itself on its rich heritage.

In 2006, the City in partnership with the Fort Saskatchewan Historical Society, developed a Strategic Plan for the orderly development of facilities that promote the stewardship of Fort Saskatchewan's Historic Resources. The priorities of this Plan included:

1. The North West Mounted Police and the Old Fort Building be the short term focus for museum development
2. That existing initiatives (collections of artifacts and buildings) be maintained at a current level with very limited expansion.
3. That in the long term, and after the Old Fort building is established, an interpretive centre to display and interpret the Gaol Industrial areas and the remainder of the artifact and archive collection be constructed.

### Trends



Although frequency of use is not known, visiting a museum is a very popular past time of Alberta households as 50% of household claim that they visit a museum / theatre or arts gallery throughout the year.

## Comparatives

As municipalities have differing historic backgrounds, comparison based on number of facilities is not appropriate.

## Consultation findings

- Heritage preservation was a service suggested to require improvement by 17% of household's survey respondents. This was the second highest priority for needed future improvement behind directional signage to parks and facilities.

## Population

As these types of facilities are utilized (either as a participant or as a spectator) by all ages, age demographic shifts are not expected to have significant impacts on facility demand.

These types of facilities also focus heavily on tourist use and therefore expected population growth in the local region is not expected to have major impacts on demands for these types of facilities.

## Future recommendation

Future development requirement:

- Continue with the implementation of the 2006 Strategic Plan.

## Other

### Community Meeting / Social Banquet / Program Rooms

The City currently offers a number of community meeting / program rooms for a variety of uses by residents. Rooms for fitness / aerobics programming, group meetings and social / banquets are well utilized by local and non-local users and provide facilities for individuals and non-profit groups to congregate and facilitate programs.

Results of the household survey indicate that the majority of people are satisfied with the quality and quantity of these types of facilities in the community as 75% of respondents were either “satisfied” or neutral in terms of satisfaction with social facilities and 79% were either “satisfied” or “neutral” in terms of satisfaction with meeting spaces.

Future development recommendations for these types of facilities include:

- Continue to operate and maintain existing community meeting / program rooms
- Explore the inclusion of new community meeting / program rooms when new facilities are developed.

### Gymnastics Facilities

The City does not currently provide a dedicated gymnastics facilities for gymnastics users in the community. That being said, the provision of these types of facilities is not typically considered the responsibility of the municipalities and many municipalities have ceased to provide gymnastics facilities and programs provided in the past due to liability issues and low interest levels.

Although the local gymnastics club currently has dedicated storage facilities, there is no dedicated gymnastics facility for programming (permanent set up of equipment), a need for such a facility from the groups’ perspective has been identified.

Future development recommendation:

- Following the partnering framework, and given that the pre requisites are met, assist the group in determining feasibility of and planning for a dedicated gymnastics facility.

## Seniors Facilities

Seniors facilities in the City are provided through non-profit organizations with support from the City and other community stakeholders. Results of the household survey indicate that the majority of people are satisfied with the quality and quantity of these types of facilities in the community as 74% of respondents were either “satisfied” or neutral in terms of satisfaction with seniors’ facilities

Future development recommendation:

- Following the partnering framework, and given that the pre requisites are met, assist the group in determining feasibility of and planning for desired seniors facilities.