



# Mountain View Regional Parks, Recreation and Culture Master Plan

Final Report: October 29, 2021



# expedition

MANAGEMENT CONSULTING

October 29, 2021

Doug Wagstaff  
Acting Director, Operations  
Town of Olds  
4512 46 Street  
Olds, AB  
T4H 1R5

Dear Mr. Wagstaff,

Please find enclosed the final Mountain View Regional Parks, Recreation and Culture Master Plan. It has been a pleasure working with you and the community to develop this important document. We look forward to hearing about your successes in implementation.

If you have any questions or require clarification on the attached report, please feel free to contact me at 780-266-7888.

Sincerely,



Justin Rousseau, Managing Director  
Expedition Management Consulting Ltd.



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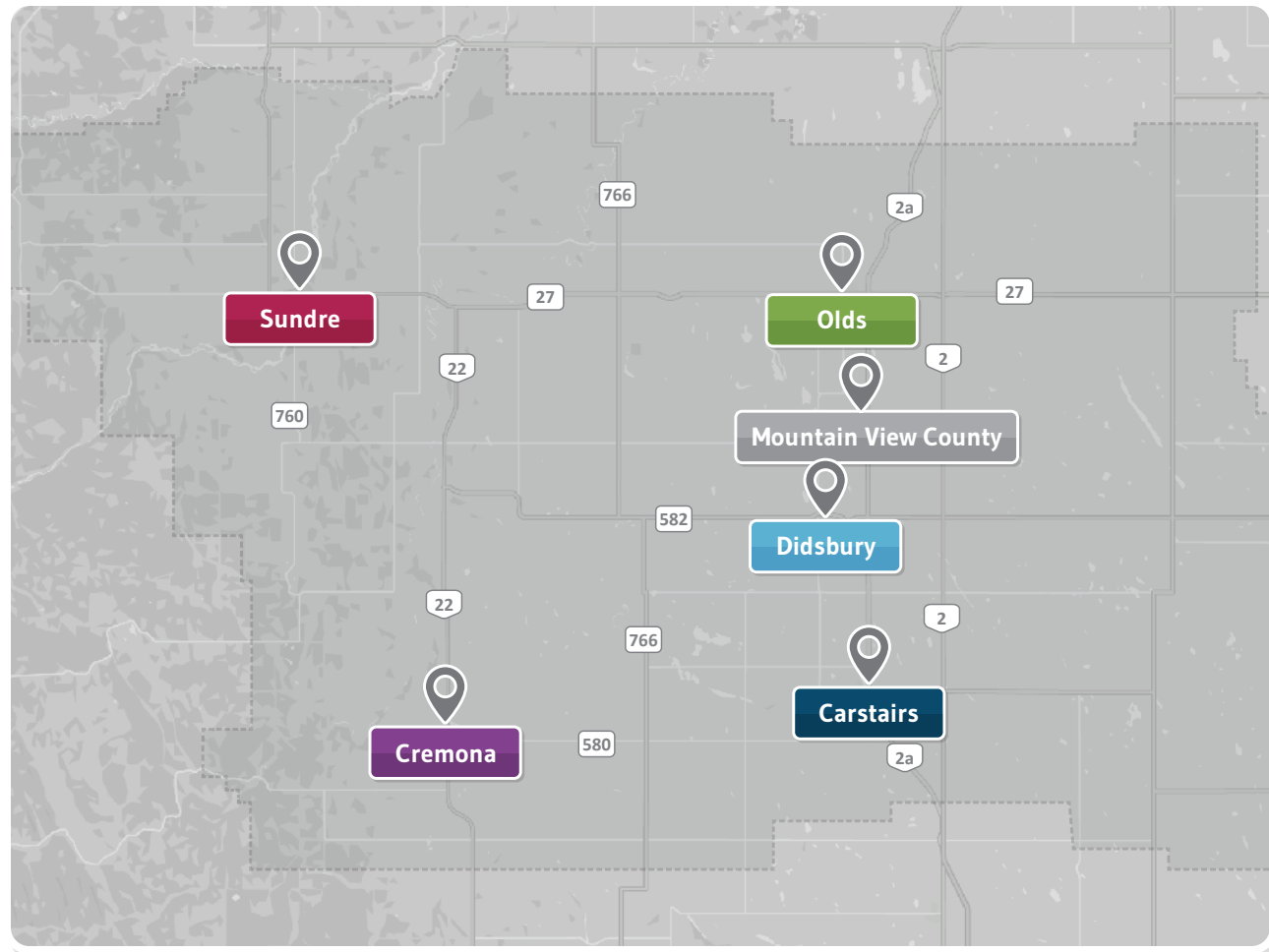
# Executive Summary



## The Region

Located in Central Alberta, stretching from the Eastern Slopes of the Canadian Rockies to the open prairie and bisected by the Highway 2/2A Corridor from Edmonton to Calgary, the Mountain View region is made up of diverse urban and rural communities situated in a beautiful natural environment. The region is situated on the traditional territories of the people of Treaty 6 and Treaty 7. This area is also home to the Métis Nation of Alberta, Region 3.<sup>1</sup>

The region has historically been known for its contributions to the agriculture, oil and gas, forestry, and tourism industries, which employ a significant portion of the local workforce. The region and its urban municipalities also maintain a strong connection to their past through a variety of historical resources and infrastructure such as museums, historical buildings, and cultural events. Residents and visitors alike flock to the region for a variety of activities including post-secondary education, arts and culture festivals, family based recreation, winter sports, outdoor adventures, and rural experiences.





## The Project

The Towns of Olds, Didsbury, Carstairs, and Sundre, the Village of Cremona, and Mountain View County, came together collaboratively to develop a Regional Parks, Recreation and Culture Master Plan in 2009. Since that time, each community has changed substantially, and all have experienced growth in residential, commercial, and industrial areas.<sup>2</sup> As each community grows, new amenities, programs, and services will be needed to meet the needs of each community and the region, as a whole.

To ensure investments in parks, recreation and culture best meet the needs of their communities, the municipal partners have come together once again to develop an updated master plan. The master plan includes an assessment of the current state of parks, recreation and culture infrastructure and service delivery, recommended priorities to meet current and future needs, and a prioritized implementation plan that will guide decisions related to parks, recreation and culture in the Mountain View region.

### Overview of Research

A variety of primary and secondary research activities were conducted to develop this report. Primary research was completed through community engagement and in-person community tours. Secondary research consisted of a review of key internal and external documents, benchmarking research, trends analysis and provincial and national recreation documents.



*Carstairs Memorial Arena*

## Current State

### SWOT Analysis

A high-level analysis of the region's strengths, weaknesses, opportunities, and threats (SWOT) as they relate to parks, recreation and culture was completed to support the Master Plan. The key findings from this analysis are provided in the following chart.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Past investments have led to a strong supply of certain types of facilities in the region (e.g. indoor aquatic facilities, curling sheets, fitness centres).</li> <li>• In general, parks, recreation and culture infrastructure has been well cared for.</li> <li>• There are active parks, recreation and culture groups delivering programs throughout the region.</li> <li>• Regional collaboration is occurring and there is interest to enhance collaboration to better meet community needs.</li> <li>• Strong community support for parks, recreation and culture development.</li> </ul>	<ul style="list-style-type: none"> <li>• Critical infrastructure in the region is aging.</li> <li>• Accessibility and inclusion at some facilities is significantly lacking including physical barriers to access, lack of change rooms for all genders and inequity in facility provision.</li> <li>• Gaps in parks, recreation and culture programming.</li> <li>• Lower satisfaction with existing programming.</li> <li>• Lack of awareness of parks, recreation and culture opportunities.</li> <li>• There are some facility gaps on a community and regional basis.</li> <li>• Lack of trail connectivity within and between communities.</li> <li>• Heavy reliance on an aging volunteer base to deliver programming.</li> <li>• Lack of integration between recreation and tourism planning.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Collaborating regionally to ensure resources are used efficiently to satisfy similar needs and achieve mutual goals.</li> <li>• Expanding and enhancing programming to satisfy community members' expectations.</li> <li>• Leveraging parks, recreation and culture to attract and retain residents and investment.</li> <li>• Linking recreation development with tourism development to enhance quality of life and grow the local economy.</li> <li>• Specializing local offerings to differentiate communities on a regional basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Aging population base.</li> <li>• Small population base.</li> <li>• Financial challenges due to the COVID-19 pandemic.</li> <li>• Unpredictable economic situation due to variable commodity prices.</li> <li>• Individual and household incomes lower than provincial average.</li> <li>• Potential for stagnant or negative population growth in some communities.</li> <li>• Balancing the needs and demands of different user groups at the local and regional level.</li> <li>• Expectations for service delivery may be higher than resources allow.</li> <li>• Competition between municipalities.</li> </ul>

## Regional Context

Residents and stakeholder groups of the Mountain View region often travel between communities to meet their family's recreation, parks, and culture needs. Local sport groups often feed into larger regional groups as young participants advance in age and skill (e.g. hockey, lacrosse, soccer). As populations grow, a higher level of demand will be placed on recreation, parks, and culture services in each community and the region. Additionally, as neighbouring municipalities within the region and outside Mountain View County develop facilities and programs, there are impacts on the demand and supply for parks, recreation and culture.

## Comparative Service Level Analysis

A comparative analysis of communities similar to the Mountain View region was conducted in order to provide a reference point for the region's level of service provision. Regions were chosen as comparators if they satisfied the following requirements:

- A. The County or Municipal District (M.D.) is located in Alberta.
- B. The County or Municipal District has a similar regional population to Mountain View County.
- C. The County or Municipal District has urban municipalities located within its boundaries that are similar in size to the Municipal Partners.

Yellowhead County, Sturgeon County, Lacombe County, and the M.D. of Bonnyville met all three criteria and were selected as comparators.

### Comparative Service Level Analysis Key Findings

- The region exceeds comparative service levels for aquatics facilities, curling sheets, fitness centres, indoor tracks, community centres/halls, libraries, art/culture facilities, performing arts spaces, senior centres, tennis courts, public parks, playgrounds, campgrounds, dog parks, outdoor tracks, sledding hills, and outdoor rinks.
- To meet current benchmark standards, the region would need to add an indoor ice surface, indoor playground, fieldhouse, youth centre, gymnastics facility, spray park, bike parks, paved court spaces, and an outdoor pool.



*The consulting team met with volunteers in Cremona on June 10th, 2021 as part of the community engagement process.*



## Community Engagement

The master plan considered the goals and needs of community members and stakeholder groups in each partner municipality and in the region as a whole. Engaging with stakeholders and residents was important at every stage of the process to ensure that the plan will be supported by the community. This will be important as the region moves forward into the implementation stages.

The main research questions we asked the community for input on were:

1. What new or improved indoor facilities are needed?
2. What new or improved outdoor facilities are needed?
3. What new or improved programs, activities or events are needed?

A variety of engagement methods were utilized to collect input on parks, recreation and culture in the region including three separate surveys for residents, youth, and stakeholders, interviews with stakeholders/staff, multiple public and stakeholder engagement sessions for each community, youth engagement sessions, workshops with each Municipal Council, and regular meetings with the Project Steering Committee. The figure on the right side of the page identifies the engagement activities used.

The table below provides a summary of the number of engagement touchpoints achieved through the community engagement process. In total, the engagement process produced 1,343 engagement touchpoints.

### Summary of Engagement Touchpoints

Engagement Activity	Total
Resident Survey	916 responses
Youth Survey	135 responses
Community Engagement Sessions	34 participants
Youth Engagement Sessions	54 participants
Stakeholder Survey	46 groups responded
Stakeholder Interviews	38 groups participated
Council Input Workshops	38 participants
Draft Report Feedback Opportunity	82 participants
<b>Total</b>	<b>1343 touchpoints</b>

### Master Plan Community Input



Carstairs Memorial Park Gazebo

## Vision for Parks, Recreation and Culture in the Mountain View Region

The Mountain View region has invested significantly in parks, recreation and culture services over the past several decades. The region has also seen the rise of dedicated stakeholder groups that contribute strongly to the overall offering. This has left the region well appointed in terms of most facilities, but it also brought challenges. Infrastructure is aging, operational models are struggling with sustainability, and emerging gaps in service provision have not been filled. Additionally, communities are dealing with the social and financial impacts of the COVID-19 pandemic, provincial economic slowdown, and demographic pressures. However, residents, stakeholders, and the municipal partners collectively recognize the importance of collaboration and the opportunity to work together to increase levels of satisfaction, reduce barriers to participation, and improve accessibility and inclusivity.

### Vision Statement

*Our region will come together in the spirit of collaboration to ensure all our community members have the opportunity to enjoy the benefits of parks, recreation and culture. We will strike the balance between preserving local autonomy and enhancing regional service provision.*

### At the completion of this Master Plan, the following will be achieved:

Parks, recreation and culture services will be positioned as a core municipal service that is viewed as essential to meeting community needs and supporting future growth, including resident retention and attraction, economic development, and tourism. Communities in the Mountain View region will be working well together to satisfy emerging demands and achieve mutual goals in a collaborative and sustainable manner. Community members of all ages and abilities will report a high level of satisfaction with facilities and programs.





## Guiding Principles for Service Delivery

Guiding principles for parks, recreation and culture service delivery were developed to support the implementation of the Master Plan. The municipal partners will:

1. Ensure a high degree of accessibility and inclusion in all programs, facilities, and services for all cultures, ages, genders, and abilities.
2. Acknowledge parks, recreation and culture as a core municipal service that plays an important role in meeting community needs and supporting future growth.
3. Provide equitable access to facilities, services, and programs which will include a balance between access for:
  - The general public and organized groups
  - Passive and active endeavours
  - Competitive and non-competitive pursuits
  - Structured and spontaneous activities
  - Indoor and outdoor opportunities
  - Athletic and creative pursuits
4. Regularly engage with citizens to ensure services are delivered that meet the needs of the community in the most effective way.
5. Seek sustainable solutions that consider the financial, social, and environmental impacts to all communities in the region.
6. Seek opportunities to leverage parks, recreation and culture to encourage resident retention and attraction, support tourism, and encourage investment.
7. Ensure integration and connectivity of indoor, outdoor, and cultural spaces to create a wholistic and rich experience for residents.
8. Ensure public spaces incorporate a high degree of creative design and flexibility of use.
9. Undertake sound planning for new developments including a comprehensive review of supply, demand, cost and benefit, and further integration into broader municipal planning (see Capital Project Evaluation Criteria in Appendix I).
10. Ensure parks, recreation and culture supports the strategic direction of the region. We will strike a balance between working collaboratively as a region and retaining local autonomy.

# Regional Priorities

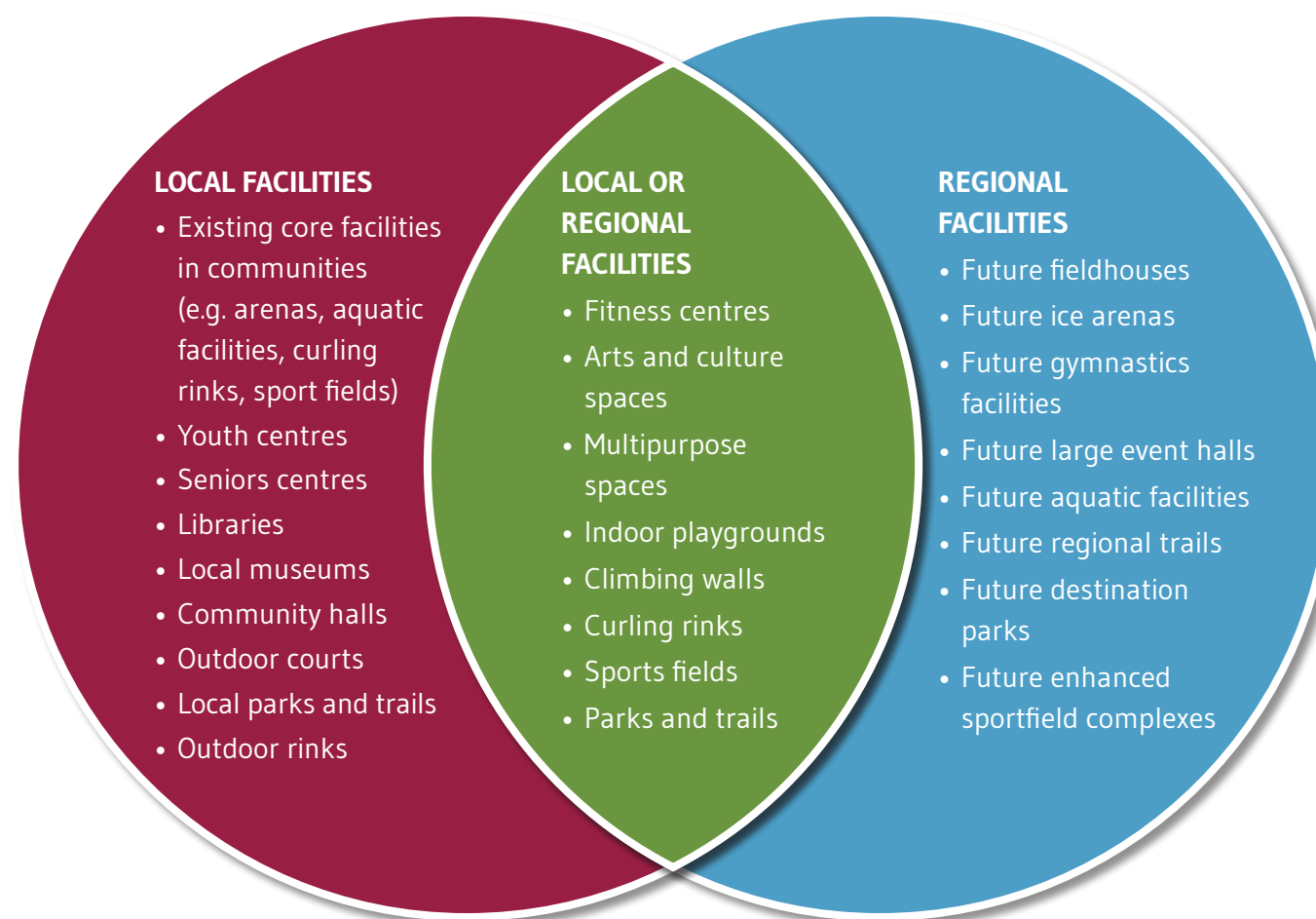
The master plan describes regional priorities as well as community specific priorities that were developed based on the findings from the research and analysis process. Described below are the main regional priorities. For community specific priorities, please see Section 7.

## 1. Establish a Classification for “Local” Facilities and “Regional” Facilities

Respondents to the engagement process indicated strong support for regional facility development. However, there were also strong sentiments that each community in the region should have its own ‘core’ facilities that meet local needs. The municipal partners should establish a classification system that assists them in delineating the differences between facilities that should continue to be offered locally and those that can best be offered regionally.

The following figures provide characteristics and examples of the types of facilities that could be considered local, regional, and those that could be both. It should be noted that the examples provided are intended to be used as a guide only. Additionally, it should be recognized that Mountain View County contributes funding to support many local facilities that are used by a regional population.

### Local and Regional Facility Classification



Characteristics of Local Facilities	Characteristics of Regional Facilities
<ul style="list-style-type: none"> <li>Serve to satisfy local facility needs in the municipality and the recreation area surrounding the municipality.</li> <li>Are easily accessible and have limited transportation barriers.</li> <li>Are part of a community’s historical parks, recreation and culture offering.</li> <li>Support a community’s unique identity and characteristics.</li> </ul>	<ul style="list-style-type: none"> <li>Serve to satisfy facility needs from multiple communities in the region.</li> <li>Can be effectively operated and programmed to serve a regional user base.</li> <li>Tend to be larger in scope than local facilities and contain enhanced amenities with broad appeal and draw.</li> </ul>

## 2. Study the Feasibility of Developing a Regional Multipurpose Leisure Centre

- There were several indoor facility needs identified through the analysis process that would lend themselves well to being included as part of a Regional Multipurpose Leisure Centre development. These facilities included:
  - Fieldhouse
  - Court space
  - Ice sheet
  - Gymnastics
  - Indoor playground
  - Climbing wall
  - Indoor track
  - Sport fields (outdoor)

## 3. Develop a Master Plan for a Regional Trails Network

- Trails were identified as a top request from participants in the engagement process. Participants requested more trails, more variety of trails (e.g. paved, granular, x-country, motorized), and better connectivity within trail networks.

## 4. Increase Utilization of Existing Ice Arenas and Add Additional Ice

- Existing indoor ice surfaces in Olds, Carstairs, and Didsbury are fully utilized during prime times.
- In the short term, there is opportunity to more fully utilize arenas in the region and in neighbouring regions that are not at capacity. This includes arenas in Cremona and Sundre.

## 5. Improve Facility Accessibility and Overall Inclusivity

- Some facilities in the region have done very well in creating accessible and welcoming environments. However, there are significant deficiencies at many indoor and outdoor facilities throughout the region in terms of their accessibility. Much more could be done to transform these facilities into accessible environments that fully engage people of all abilities.
- In addition to facility improvements, the municipal partners should consider broader inclusivity efforts to ensure opportunities are provided for everyone to enjoy, regardless of their culture, age, gender, or ability.

## 6. Seek Opportunities to Strengthen Recreation Funding Agreements

Throughout the engagement process it was identified that there is an opportunity to improve recreation funding agreements between the County and the urban municipal partners. The existing agreements have a review process and timeline identified, so there is an existing mechanism to facilitate discussion.

## 7. Adopt a Capital Project Evaluation Criteria and Process

Budgeting for new facilities requires advanced analysis and planning in order to properly estimate resource requirements, prove the need for new infrastructure exists, and to gain support from the public and from funders.

## 8. Conduct Facility Condition Assessments

At the present time, the condition of many key recreation facilities in the region is not known. In order to plan appropriately, it is essential that facility condition assessments are completed on all major recreation facilities and multi-year facility lifecycle plans are put in place. The assessments should include core facilities operated by non-profit organizations.

## 9. Establish a Regional Recreation Task Force

Currently, there are no formal mechanisms in place that bring municipal parks, recreation and culture leaders together to collaborate and learn from each other. This is a significant gap that could hamper efforts to collaborate regionally.

## 10. Develop a Regional Tourism Strategy

Tourism assets in the region include strong transportation links, proximity to urban markets, established sport tourism activity, an emerging cultural cluster, all-season family orientated recreation, and an attractive outdoor activity offering. These are very strong assets that can be leveraged for growth.



## Conclusion

The Master Plan puts forward a strategic direction that will guide the municipal partners toward their vision to ensure all community members have the opportunity to enjoy the benefits of parks, recreation and culture.

Implementation of the Master Plan will require sustained investment and collaborative effort from the municipal partners, local and regional community organizations, funding partners, and communities in the region. This investment will enhance the parks, recreation and culture systems operating in the region and significantly contribute to meeting the current needs of community members, while also supporting future growth.

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# Project Overview



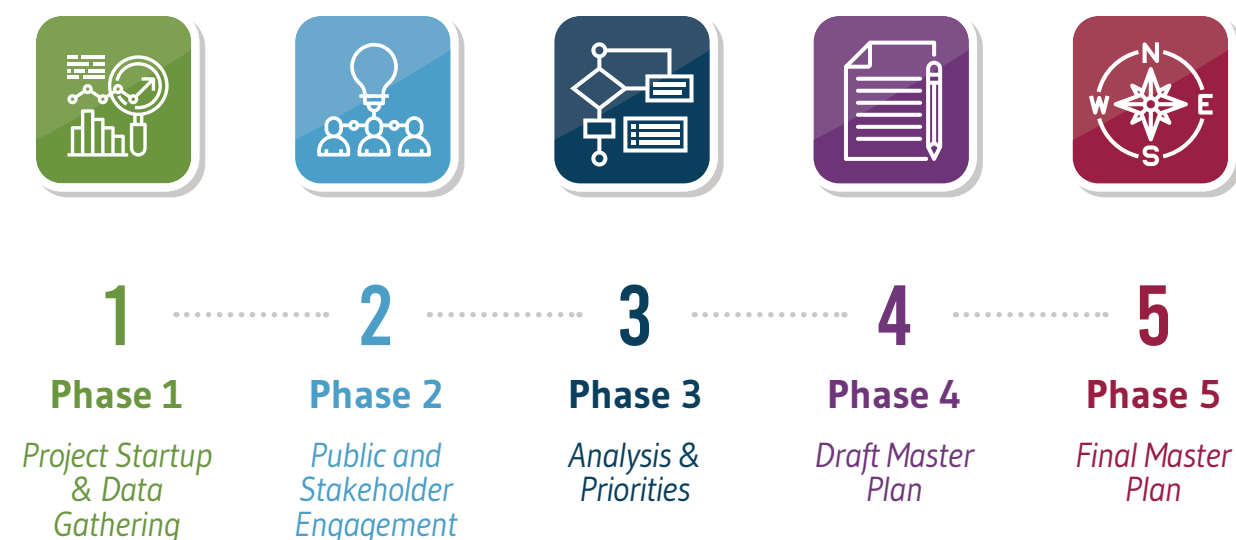
## Introduction

The Towns of Olds, Didsbury, Carstairs, and Sundre, the Village of Cremona, and Mountain View County, came together collaboratively to develop a Regional Parks, Recreation, and Culture Master Plan in 2009. Since that time, each community has changed substantially, and all have experienced growth in residential, commercial, and industrial areas.<sup>3</sup> As each community grows, new amenities, programs, and services will be needed to meet the needs of each community and the region, as a whole.

To ensure investments in parks, recreation and culture best meet the needs of their communities, the municipal partners have come together once again to develop an updated master plan. The master plan includes an assessment of the current state of parks, recreation and culture infrastructure and service delivery, recommended priorities to meet current and future needs, and a prioritized implementation plan that will guide decisions related to parks, recreation and culture in the Mountain View region.

## Process

The master plan process had five, interconnected phases as described next.



## Project Team

The Project Steering Committee was established to oversee the project, provide input, and give feedback on the overall direction of the Master Plan. The plan was developed by a multi-disciplinary consulting team led by Expedition Management Consulting Ltd.

Project Steering Committee	
Organization	Representatives
Committee Members	Kirk Willisroft – Town of Carstairs Jennie Thompson – Village of Cremona Nicole Aasen – Town of Didsbury Pam Thomas – Mountain View County Doug Wagstaff – Town of Olds (Project Manager) Michelle LaRoche – Town of Olds Terri Sperle – Town of Olds Jon Allan – Town of Sundre
Consultant Team	Justin Rousseau – Expedition Management Consulting Ltd. (Consulting Team Lead) Maxwell Harrison – Expedition Management Consulting Ltd. Drew Ziegler – Expedition Management Consulting Ltd. Erin Pote – Expedition Management Consulting Ltd. Dnyanesh Deshpande – Green Space Alliance Michael Borland – Green Space Alliance



## Overview of Research

A variety of primary and secondary research activities were conducted to develop this report. Primary research was completed through three separate surveys, interviews with stakeholders/staff, public and stakeholder engagement sessions, youth engagement sessions, workshops with Municipal Councils, and in-person community tours. Secondary research consisted of a review of key internal and external documents, benchmarking research, and provincial and national recreation documents. For more information on the meetings conducted and stakeholder groups engaged, see Appendix A.

### 1. Surveys Administered:

- Resident Survey (916 responses)
- Youth Survey (135 responses)
- Stakeholder Survey (46 stakeholder groups responded)

### 2. Input Sessions:

- 6 Steering Committee Meetings
- 12 Public and Stakeholder Engagement Sessions
- 6 Municipal Council Input Workshops and Presentations
- 3 Youth Input Sessions
- Draft Plan Committee and Stakeholder Feedback Sessions

### 3. Stakeholder Groups Consulted

Invites were sent out by the Committee to stakeholder groups. 72 groups chose to participate in the engagement process, including:

- Town of Carstairs: 10
- Village of Cremona: 3
- Town of Didsbury: 13
- Mountain View County: 11
- Town of Olds: 19
- Town of Sundre: 16

### 4. Tours Conducted

Members of the consulting team toured the Mountain View region on two separate occasions to gain a first-hand perspective of community parks, recreation and culture assets.

### 5. Documents Reviewed

- Strategies, plans, and other documents from the municipal partners.
- Reports, statistics, surveys, and planning documents from stakeholder groups.
- Recreation, parks, and culture frameworks and policies from provincial and national sources.



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# Mountain View Region Analysis



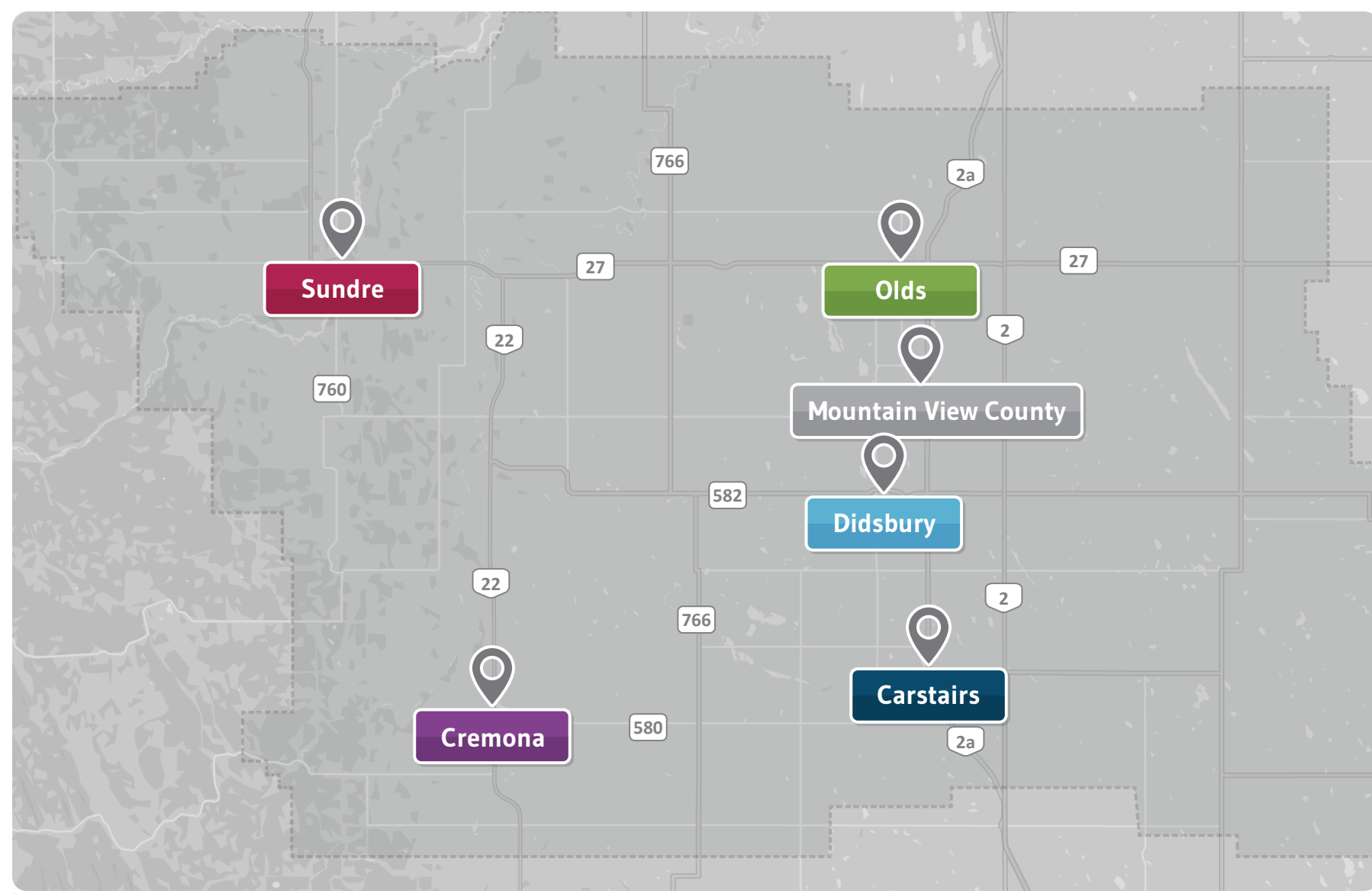


## The Mountain View Region

Located in Central Alberta, stretching from the Eastern Slopes of the Canadian Rockies to the open prairie and bisected by the Highway 2/2A Corridor from Edmonton to Calgary, the Mountain View region is made up of diverse urban and rural communities situated in a beautiful natural environment. The region is bounded by Red Deer County to the north, Rocky View County to the south, Clearwater County to the northwest, the Municipal District of Bighorn to the southwest, and Kneehill County to the east. The region is situated on the traditional territories of the people of Treaty 6 and Treaty 7. This area is also home to the Métis Nation of Alberta, Region 3.<sup>4</sup>

The region has historically been known for its contributions to the agriculture, oil and gas, forestry, and tourism industries, which employ a significant portion of the local workforce. The region and its urban municipalities also maintain a strong connection to their past through a variety of historical resources and infrastructure such as museums, historical buildings, and cultural events. Residents and visitors alike flock to the region for a variety of activities including post-secondary education, arts and culture festivals, family based recreation, winter sports, outdoor adventures, and rural experiences.

Figure 1. Mountain View Regional Map





## Recreation, Parks, and Culture Overview

The Mountain View region has a long history of supporting the recreational needs of its residents through investments in indoor and outdoor facilities, sports, and cultural pursuits. The region’s diverse landscapes, beautiful natural environments, and unique cultural heritage are key contributors to the parks, recreation and culture offering.

*The region’s diverse landscapes, beautiful natural environments, and unique cultural heritage are key contributors to the parks, recreation and culture offering.*

Municipalities in the region have tended to primarily focus on managing local facilities (in general), while community groups have taken the lead in terms of developing and delivering programs and, in some cases, operating facilities. Opportunities exist for the municipal partners to fill gaps in facility and program provision directly or through enhanced support of community groups.



## SWOT Analysis

A high-level analysis of the region’s strengths, weaknesses, opportunities, and threats (SWOT) as they relate to parks, recreation and culture was completed to support the master plan. The key findings from this analysis are provided in the following chart.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Past investments have led to a strong supply of certain types of facilities in the region (e.g. indoor aquatic facilities, curling sheets, fitness centres).</li> <li>• In general, parks, recreation and culture infrastructure has been well cared for.</li> <li>• There are active parks, recreation and culture groups delivering programs throughout the region.</li> <li>• Regional collaboration is occurring and there is interest to enhance collaboration to better meet community needs.</li> <li>• Strong community support for parks, recreation and culture development.</li> </ul>	<ul style="list-style-type: none"> <li>• Critical infrastructure in the region is aging.</li> <li>• Accessibility and inclusion at some facilities is significantly lacking including physical barriers to access, lack of change rooms for all genders and inequity in facility provision.</li> <li>• Gaps in parks, recreation and culture programming.</li> <li>• Lower satisfaction with existing programming.</li> <li>• Lack of awareness of parks, recreation and culture opportunities.</li> <li>• There are some facility gaps on a community and regional basis.</li> <li>• Lack of trail connectivity within and between communities.</li> <li>• Heavy reliance on an aging volunteer base to deliver programming.</li> <li>• Lack of integration between recreation and tourism planning.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Collaborating regionally to ensure resources are used efficiently to satisfy similar needs and achieve mutual goals.</li> <li>• Expanding and enhancing programming to satisfy community members’ expectations.</li> <li>• Leveraging parks, recreation and culture to attract and retain residents and investment.</li> <li>• Linking recreation development with tourism development to enhance quality of life and grow the local economy.</li> <li>• Specializing local offerings to differentiate communities on a regional basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Aging population base.</li> <li>• Small population base.</li> <li>• Financial challenges due to the COVID-19 pandemic.</li> <li>• Unpredictable economic situation due to variable commodity prices.</li> <li>• Individual and household incomes lower than provincial average.</li> <li>• Potential for stagnant or negative population growth in some communities.</li> <li>• Balancing the needs and demands of different user groups at the local and regional level.</li> <li>• Expectations for service delivery may be higher than resources allow.</li> <li>• Competition between municipalities.</li> </ul>



*“Albertans enjoy a high quality of life, improved health and wellness, strong communities, economic benefits and personal fulfillment, through recreation, active living and sport.”*

Active Alberta (2011—2021)

## Regional Context

Residents and stakeholder groups of the Mountain View region often travel between communities to meet their family’s recreation, parks, and culture needs. Local sport groups often feed into larger regional groups as young participants advance in age and skill (e.g. hockey, lacrosse, soccer). As populations grow, a higher level of demand will be placed on recreation, parks, and culture services in each community and the region. Additionally, as neighbouring municipalities within the region and outside Mountain View County develop facilities and programs, there are impacts on the demand and supply for parks, recreation and culture.

### Intermunicipal Collaboration Frameworks and Development Plans

The Intermunicipal Collaboration Frameworks and Development Plans between Mountain View County and urban municipalities in the region creates the opportunity to better serve residents and enhance their quality of life through joint planning of specified land use, sharing in the operational costs of regional assets, and providing programs and services that have mutual benefits in the Mountain View region.

### Shared Facility Funding Agreements

Mountain View County maintains Shared Facility Funding agreements with each urban municipality to ensure urban and rural residents have access to quality recreation services and facilities. Services funded through the agreement include arenas, aquatic facilities, curling rinks, sport fields, and libraries. Per capita funding rates are based on estimates of urban and rural service populations from the 2016 Federal census.

## Regional Population

The population of the region has shown moderate growth since 2009, growing to approximately 35,000 in 2016 and estimated at almost 37,000 in 2021. This trend has largely been driven by growth in Carstairs and Olds.

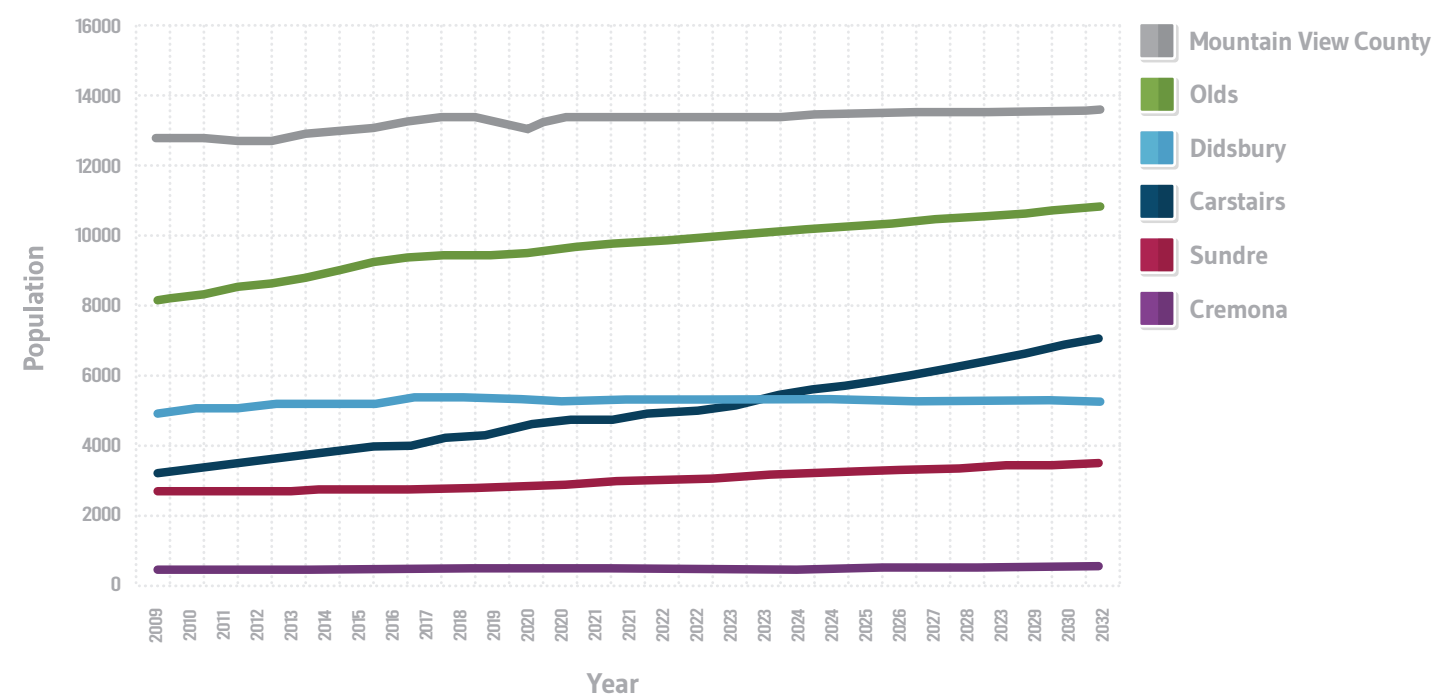
Population statistics and projections are an important input into the master plan. For the purposes of this report, Government of Alberta population data from 2009-2020 have been utilized to estimate five-year average annual growth rates for each community, and develop population projections until 2032 (see Figure 2). The population of the region has shown moderate growth since 2009, growing to approximately 35,000 in 2016 and estimated at almost 37,000 in 2021. This trend has largely been driven by growth in Carstairs and Olds. Population levels in Didsbury, Sundre, Cremona, and Mountain View County have remained largely steady.

Over the next ten years, the regional population is projected to exceed 40,000 as the Town of Olds approaches 11,000 residents and the Town of Carstairs overtakes Didsbury as the second largest urban municipality in the region. Figure 3 outlines historical populations (2009-2020) and population projections (2021-2032) for each municipal partner.

**Figure 2. Five-Year Average Annual Growth Rates**

Town of Olds	0.88%
Town of Didsbury	-0.10%
Town of Carstairs	3.41%
Town of Sundre	1.40%
Village of Cremona	1.15%
Mountain View County	0.14%

**Figure 3. Historical Populations and Future Projections for the Municipal Partners\***



\*Based on Government of Alberta population dashboard (2009-2020). Adapted from Statistics Canada, Population Estimates (custom data request) and Alberta Municipal Affairs Population Lists.

Over the next ten years, the regional population is projected to exceed 40,000.

## Community Profiles

This section provides profiles of each municipal partner based on characteristics such as demographics, infrastructure, program and facility utilization, service delivery approach, and current spending.

### Town of Carstairs

Carstairs is the third largest urban municipality in the County and one of the fastest growing communities in the province. The Town enjoys a host of recreation and culture amenities and is focused on its vision of “building a vibrant, affordable and sustainable community, offering an unsurpassed quality of life.”<sup>5</sup> Located in the southeastern corner of the County along Highway 2A south of Didsbury and 48 kilometres north of Calgary, Carstairs is ‘An Authentic Small Town.’

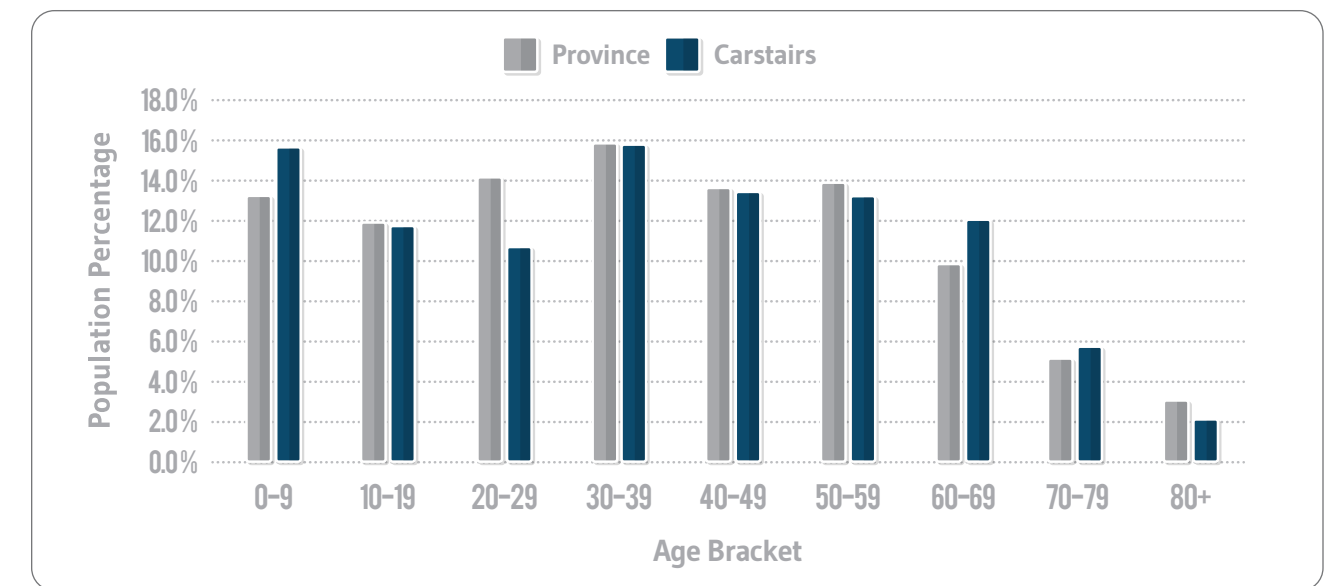


#### Demographics

The Town of Carstairs is home to 4,077 residents according to the most recent 2016 Federal Census. The Town’s median age is 38.1 years old, which is slightly higher than the Provincial median of 36.7 years old. However, strong recent population growth, the relative abundance of children aged 0-9, and the relative parity of adults aged 30-50 indicate the growing presence of young families in the community.<sup>6</sup> A complete breakdown of the Town and provincial age demographics is shown in Figure 4.

**Strong recent population growth and the relative abundance of children aged 0-9 indicate the growing presence of young families in the community.**

Figure 4. Age Distribution Comparison of the Town of Carstairs to Provincial Average



Median individual incomes (\$64,543) are higher than the provincial median (\$64,090) while household incomes (\$104,251) are lower than the provincial median (\$111,435).

#### Recreation, Parks, and Culture Infrastructure

The most prominent infrastructure in Carstairs consists of the Memorial Arena, Curling Club, Golf Club, Community Hall, Memorial Park, and Tiny La Fleur Park. For a complete summary of the Town’s recreation, parks, and culture infrastructure please see Appendix B.

#### Program and Facility Analysis

Facility and program utilization has grown with the community and placed strain on indoor and outdoor facilities such as the arena and ball diamonds. Stakeholder groups have reported similar experiences in the community and are expecting continued demand and growth in the coming years. The utilization of key facilities and programs, along with an overview of community and partner programs and events is provided in Appendix C.



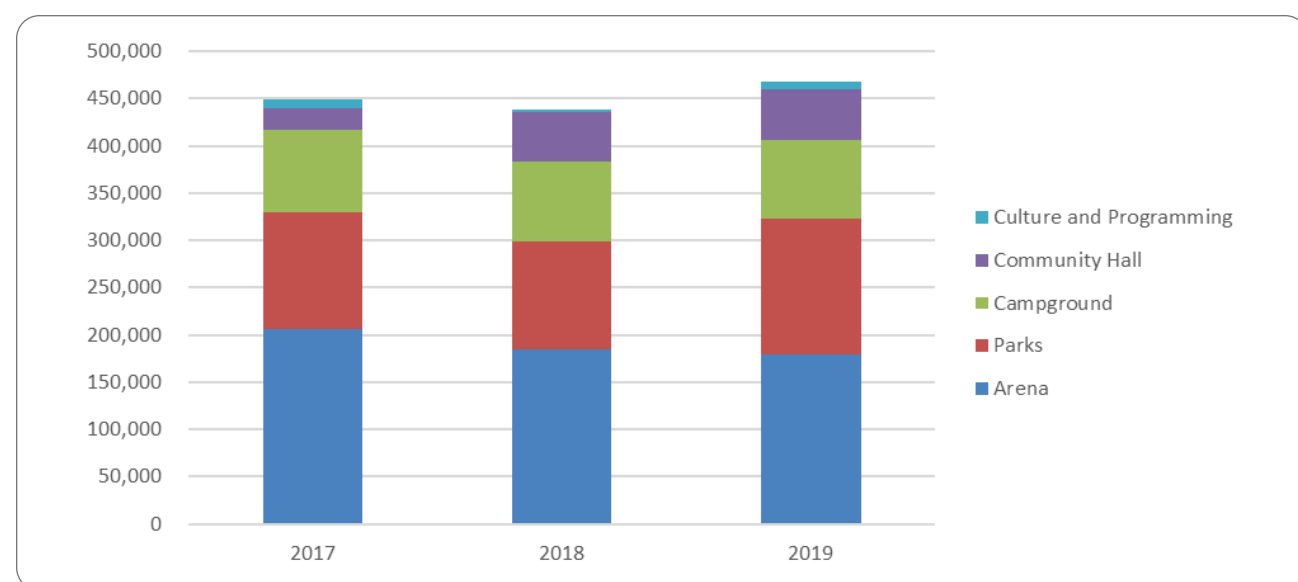
### Service Delivery Approach

Carstairs approaches service delivery in a similar fashion to the other municipal partners, relying largely on local stakeholder groups and community organizations to provide regular programming, including fitness classes, dance, music lessons, and gymnastics. However, the Town does provide direct programming at the arena, Community Hall, and local parks.

### Current Spending on Recreation, Parks, and Culture

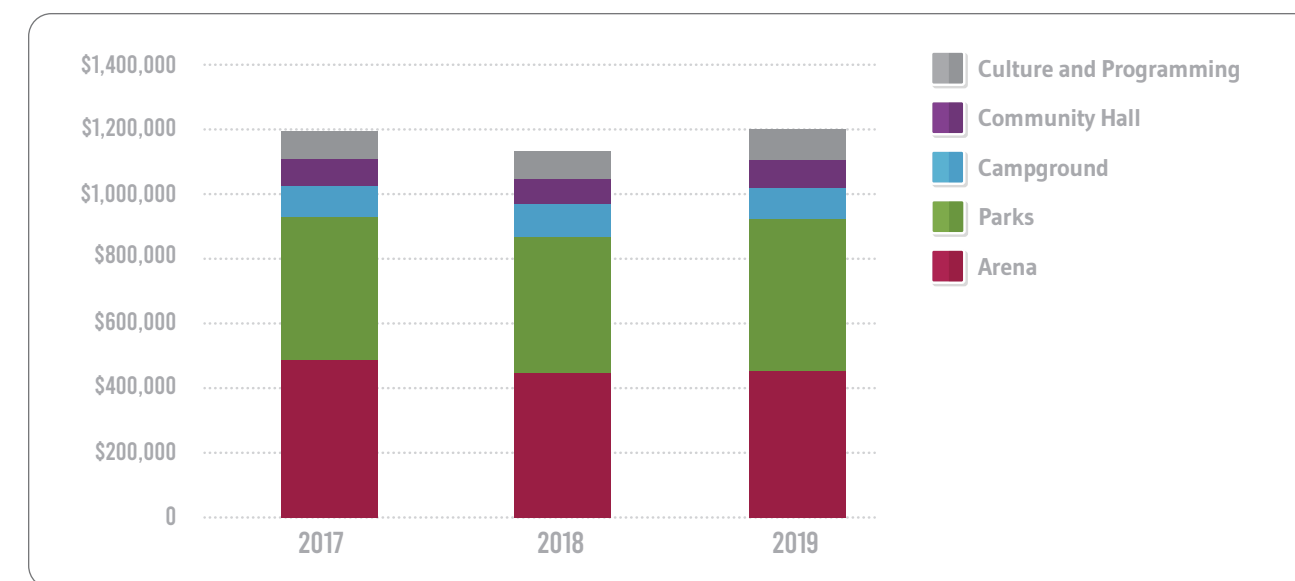
Revenues associated with parks, recreation and culture have remained stable in recent years and are largely driven by the Memorial Complex (Arena), Parks, Campground, and Community Hall. See Figure 5 for a breakdown of parks, recreation and culture revenue sources.

Figure 5. Operational Revenues Associated with Parks, Recreation and Culture (2017-2019)



Operational expenses associated with parks, recreation and culture represented 19% of total Town expenditures in 2017 and 2018 and 23% in 2019. Expenses are driven mostly by the Memorial Complex (Arena) and Parks. See Figure 6 for a breakdown of parks, recreation and culture operational expenses.

Figure 6. Operational Expenses Associated with Parks, Recreation and Culture (2017-2019)



The Town of Carstairs employs 5 FTEs to manage or operate facilities, 2 FTEs to supervise and operate parks, and 1 FTE to support stakeholder groups, community initiatives, and programming.



## Village of Cremona

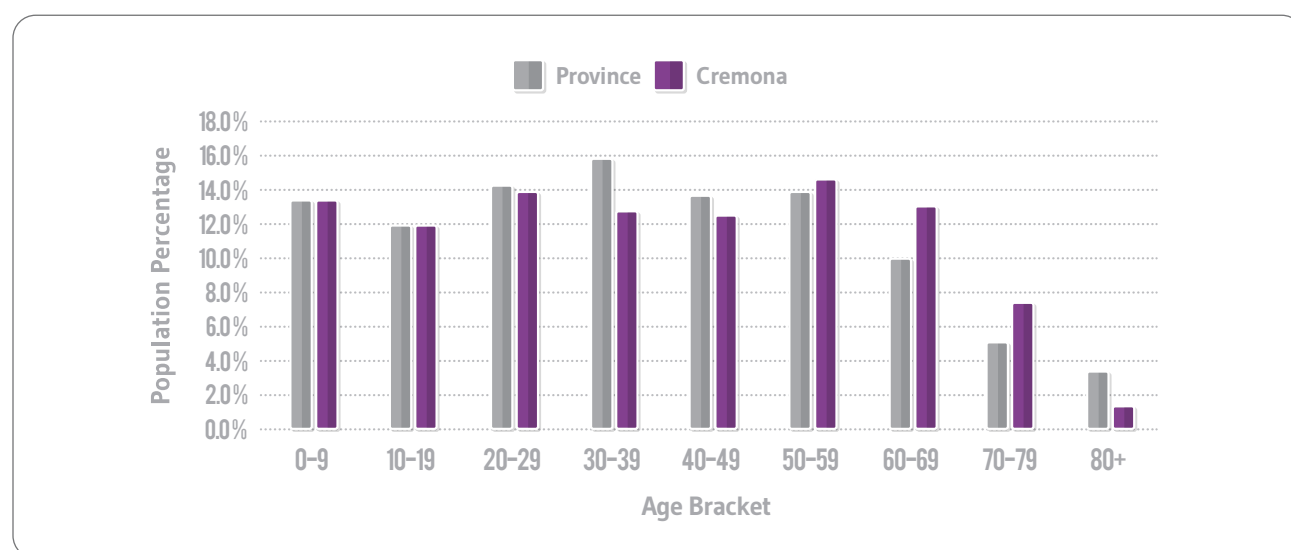
The Village derives its name from Cremona, Italy, the home of the Stradivarius violins. The Village is vibrant, energetic, and working towards its potential as a prosperous and viable community and the “Village of Tomorrow.”<sup>7</sup> The Village of Cremona is located along Highway 22 and Highway 580 in the southwestern portion of the County.



### Demographics

The Village of Cremona is home to 444 residents according to the most recent 2016 Federal Census. The Town’s median age is 39.5 years old, which is higher than the Provincial median of 36.7 years old. This is due to the Village having a larger proportion of residents over the age of 50 compared to the Province, as a whole.<sup>8</sup> A complete breakdown of the Town and provincial age demographics is shown in Figure 7.

Figure 7. Age Distribution Comparison of the Village of Cremona to Provincial Average



Median individual incomes (\$63,050) and household incomes (\$82,688) are lower than the provincial medians (\$64,090 and \$111,435, respectively).

### Recreation, Parks, and Culture Infrastructure

The major assets of the community include the Arena, Curling Club, Community Hall, fitness centre, ball diamonds, and the Cremona Nature Trail. For a complete summary of the Town’s recreation, parks, and culture infrastructure please see Appendix B.

## Program and Facility Analysis

Utilization of the community’s most prominent facilities is reported by operators as being comfortable with ample room for growth and regional accommodation. The utilization of key facilities and programs, along with an overview of community and partner programs and events is provided in Appendix C.

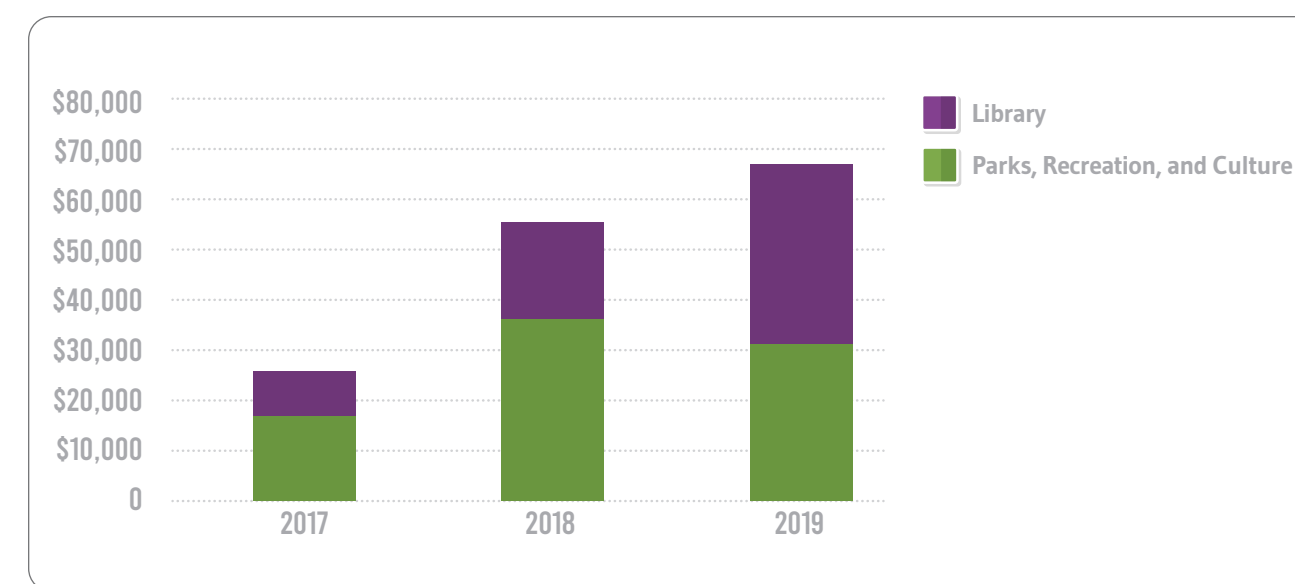
### Service Delivery Approach

Services in the Village are primarily delivered by the local stakeholder groups that operate the Arena, Curling Club, and Community Hall. The Village does contribute to local events such as Cremona Days and Winterfest.

### Current Spending on Recreation, Parks, and Culture

Spending on parks, recreation and culture has grown in recent years, rising from 2% of total Village expenses in 2017 to 6% in 2019. Expenses primarily consist of contributions to local events, contracted services, maintenance, and park improvements. See Figure 8 for a breakdown of parks, recreation and culture operational expenses.

Figure 8. Operational Expenses Associated with Parks, Recreation and Culture (2017-2019)



## Town of Didsbury

Didsbury is the second largest urban municipality in the County and prides itself on its strong variety of community amenities, growing arts and culture scene, and small-town charm.<sup>9</sup> Located next to Highway 2A, between Olds to the north and Carstairs to the south, the Town of Didsbury is “The Place to Grow.”

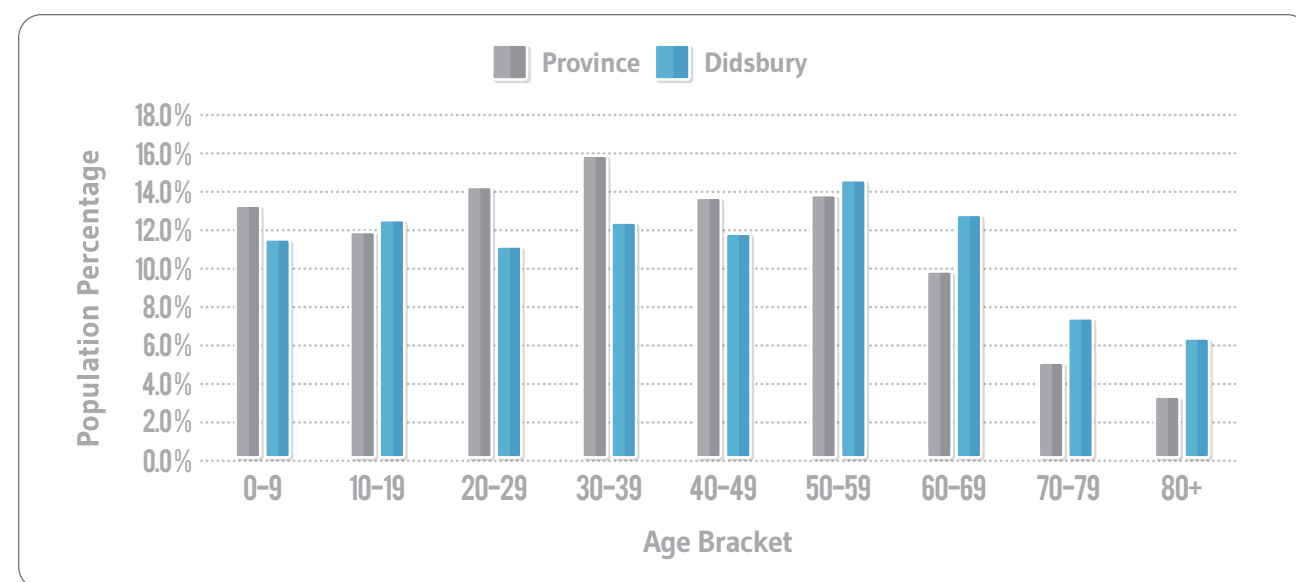


### Demographics

The Town of Didsbury is home to 5,268 residents according to the most recent 2016 Federal Census. The Town’s median age is 43.1 years old, which is higher than the Provincial median of 36.7 years old. This is due to the Town having a larger proportion of residents over the age of 50 compared to the Province, as a whole.<sup>10</sup> A complete breakdown of the Town and provincial age demographics is shown in Figure 9.

The Town’s median age is 43.1 years old, which is higher than the Provincial median of 36.7 years old.

Figure 9. Age Distribution Comparison of the Town of Didsbury to Provincial Average



Median individual incomes (\$58,004) and household incomes (\$90,752) are lower than the provincial medians (\$64,090 and \$111,435, respectively).

## Recreation, Parks, and Culture Infrastructure

The majority of indoor facilities are located at the Didsbury Memorial Complex, including an aquatic centre, arena, curling rink, and community hall. Didsbury Memorial Park is home to an abundance of outdoor facilities, such as ball diamonds, trails, and an amphitheatre. For a complete summary of the Town’s recreation, parks, and culture infrastructure please see Appendix B.

### Program and Facility Analysis

Utilization of the main facilities has remained steady in recent years, allowing the community to focus on new developments at Memorial Park and adjacent to the Memorial Complex. Increased utilization of the library has prompted the Town to explore an expansion to accommodate demand. The utilization of key facilities and programs, along with an overview of community and partner programs and events is provided in Appendix C.

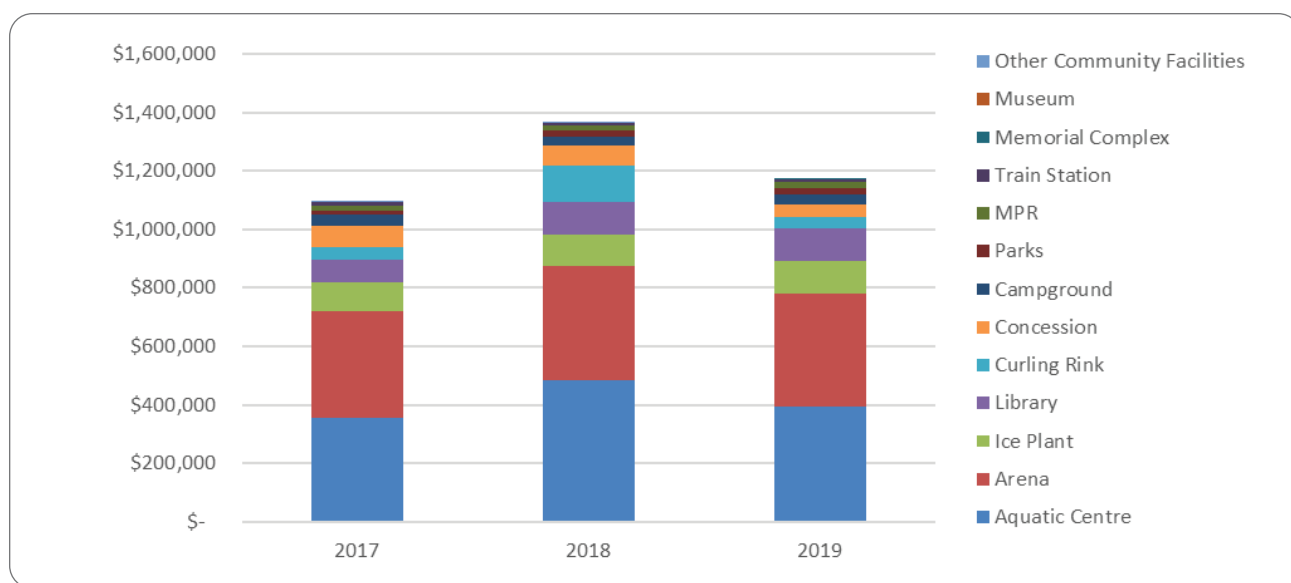
### Service Delivery Approach

The Town provides programming at Town-owned and operated facilities such as the aquatic centre, arena, and library, but also relies on local recreation, sport, art, and culture groups to support service delivery at indoor and outdoor Town facilities.

## Current Spending on Recreation, Parks, and Culture

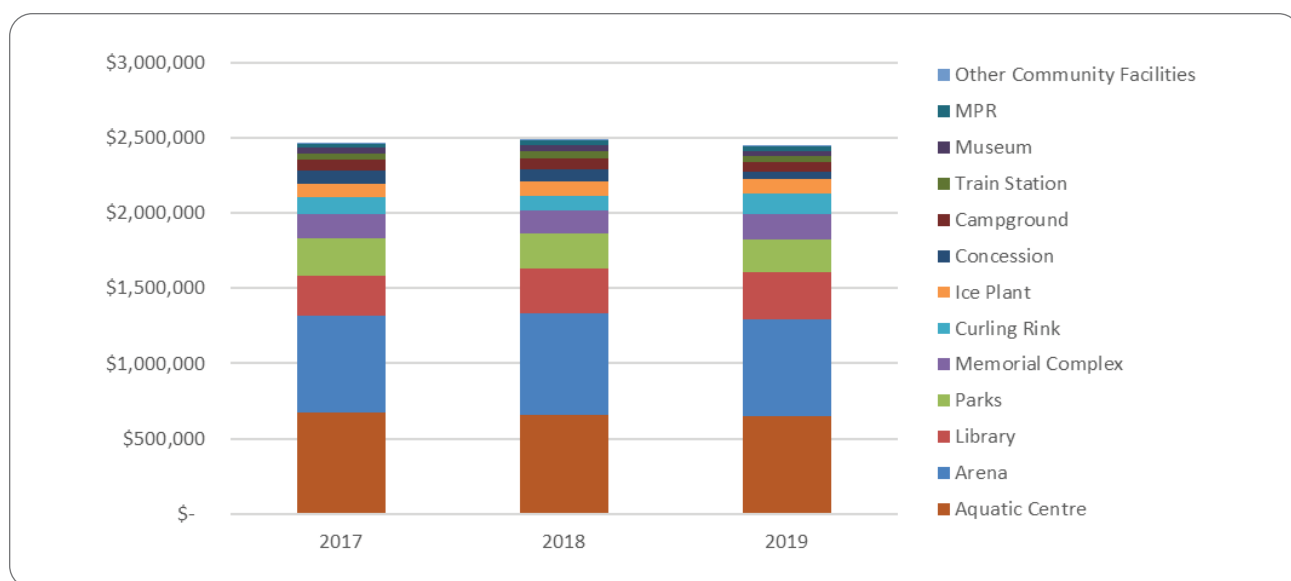
Revenues associated with parks, recreation and culture have remained stable in recent years and are largely driven by the Arena, Aquatic Centre, and Library. See Figure 10 for a breakdown of parks, recreation and culture revenue sources.

Figure 10. Operational Revenues Associated with Parks, Recreation and Culture (2017-2019)



Operational expenses associated with parks, recreation and culture have remained stable, representing 23% of total Town expenditures in 2017, 22% in 2018, and 21% in 2019. Expenses are driven mostly by the Aquatic Centre, Arena, Library, and Parks. See Figure 11 for a breakdown of parks, recreation and culture operational expenses.

Figure 11. Operational Expenses Associated with Parks, Recreation and Culture (2017-2019)



The Town of Didsbury employs 16.5 FTEs to manage or operate facilities, 4 FTEs to supervise and operate parks, and 0.5 FTEs to support stakeholder groups, community initiatives, and programming.

## Mountain View County

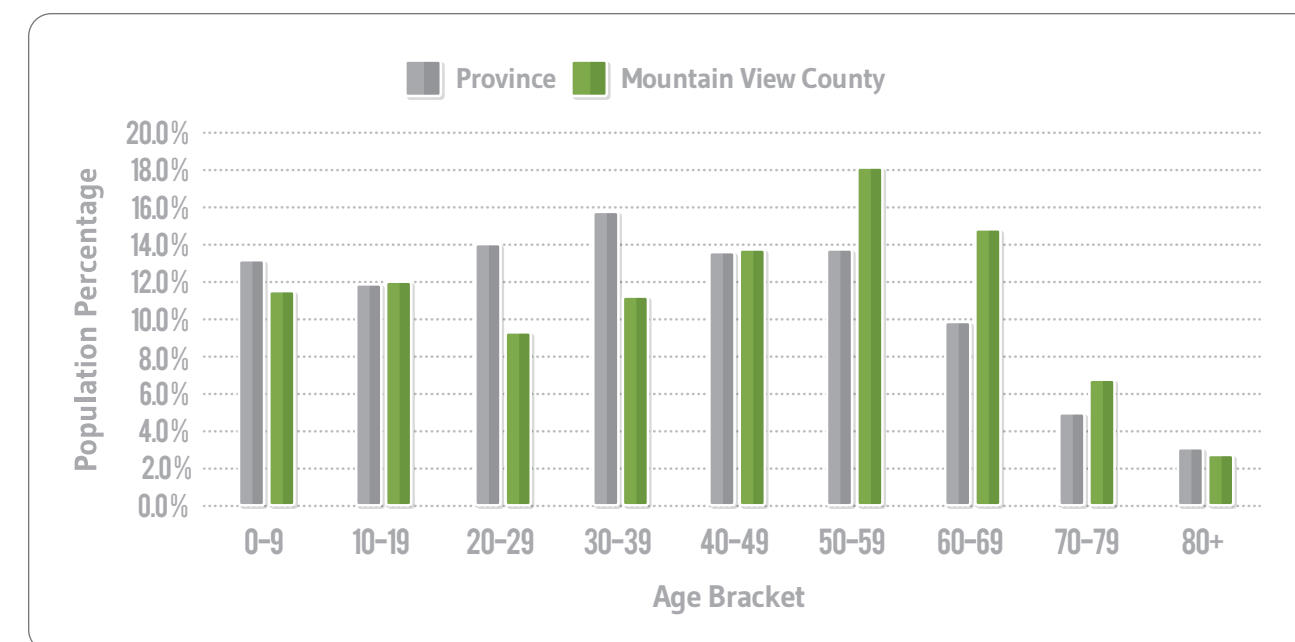
Mountain View County consists of twenty diverse rural communities that are home to a variety of community halls, centres, and associations. Agriculture is the heart of the local economy with over 1,800 farms in the County while forestry and oil and gas share a strong economic presence. More recently, tourism and outdoor recreation in the attractive natural areas of the West Country have experienced growth.<sup>11</sup>



### Demographics

Mountain View County is home to 13,074 residents according to the most recent 2016 Federal Census. The County's median age is 45.2 years old, which is higher than the Provincial median of 36.7 years old. This is due to the County having a significantly larger proportion of residents over the age of 50 compared to the Province, as a whole.<sup>12</sup> A complete breakdown of the County and provincial age demographics is shown in Figure 12.

Figure 12. Age Distribution Comparison of Mountain View County to Provincial Average



Median individual incomes (\$50,993) and household incomes (\$99,738) are lower than the provincial medians (\$64,090 and \$111,435, respectively).

### Recreation, Parks, and Culture Infrastructure

The County primarily serves the needs of residents through funding support for parks, recreation and culture in the urban centres. The County maintains several day-use parks and municipal reserves ideal for outdoor recreation for residents and visitors, alike. These facilities offer amenities including water access, picnic areas, info kiosks, washrooms, and trails. There are also two County owned campgrounds that are managed through agreements with separate agencies. Mountain View County is home to a number of community halls that offer a variety of indoor and outdoor amenities. For a complete summary of the County’s recreation, parks, and culture infrastructure please see Appendix B.

### Program and Facility Analysis

Utilization statistics for rural facilities is unavailable. However, the large number of community halls (25) indicates strong capacity to host additional activities. Furthermore, park spaces in the County provide ample opportunity for increased use year-round. The utilization of key facilities and programs, along with an overview of community and partner programs and events is provided in Appendix C.

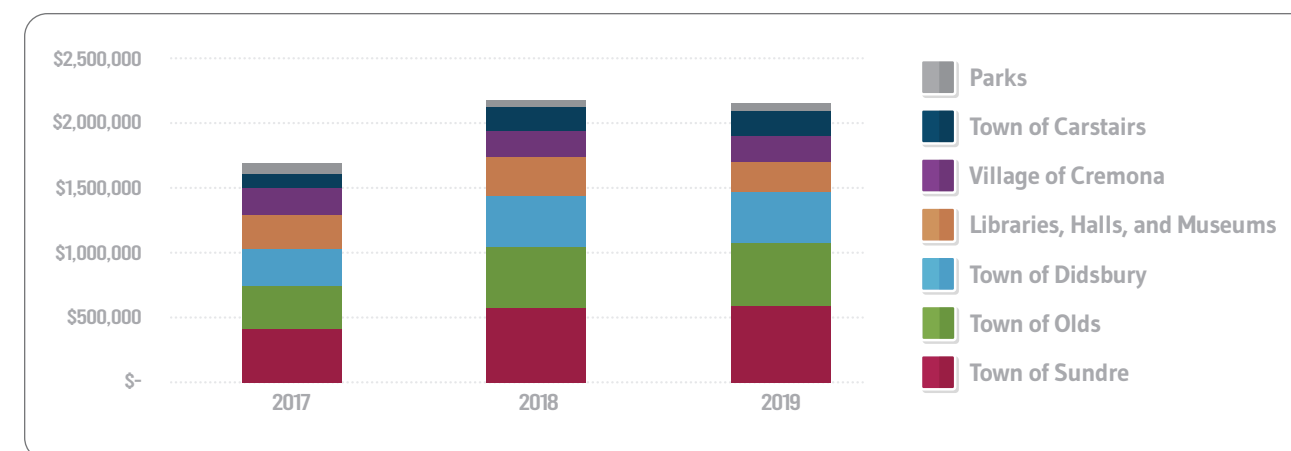
### Service Delivery Approach

Facility operation and programming is entirely delivered by stakeholder groups, including community and camping associations and societies. The County supports these stakeholder groups and facilities through operational and grant funding.

### Current Spending on Recreation, Parks, and Culture

The County distributes operational funding to the urban municipalities, community libraries, community centres/halls, and regional museums each year to support parks, recreation and culture services. The County also directly spends on the upkeep and operations of regional parks. Some annual revenue is received from County-owned campgrounds, such as Westward Ho Campground. See Figure 13 for a breakdown of parks, recreation and culture operational expenses.

Figure 13. Operational Expenses Associated with Parks, Recreation and Culture (2017-2019)



## Town of Olds

Olds is the largest urban municipality in the County and the regional hub for services, industry, education, and agriculture. The community prides itself on its digital connectivity and connection to its agricultural heritage. The Town is located five kilometres west of the junction of the Queen Elizabeth II Highway and Highway 27 in the northeastern corner of the County.

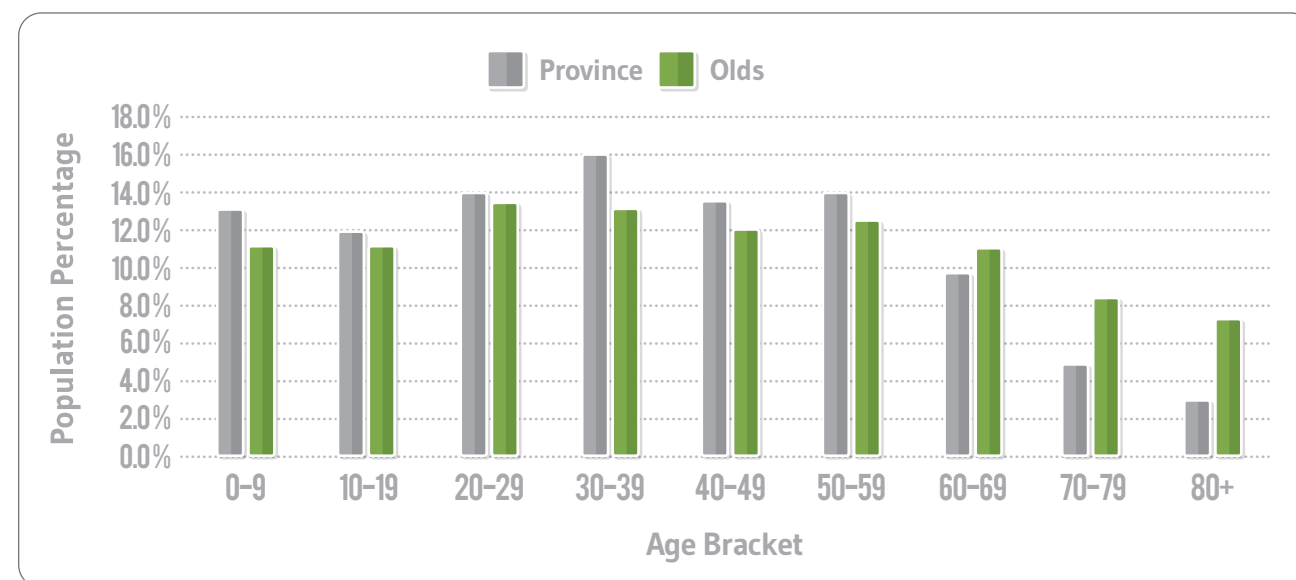


### Demographics

The Town of Olds is home to 9,184 residents according to the most recent 2016 Federal Census. The Town's median age is 41.6 years old, which is higher than the Provincial median of 36.7 years old. This is due to the Town having a larger proportion of residents over the age of 60 compared to the Province as a whole.<sup>13</sup> A complete breakdown of the Town and provincial age demographics is shown in Figure 14.

The Town's median age is 41.6 years old, which is higher than the Provincial median of 36.7 years old.

Figure 14. Age Distribution Comparison of the Town of Olds to Provincial Average



Median individual incomes (\$55,134) and household incomes (\$96,630) are lower than the provincial medians (\$64,090 and \$111,435, respectively).

## Recreation, Parks, and Culture Infrastructure

Olds is home to a large number of indoor and outdoor facilities, including an aquatic centre, sportsplex with twin ice sheets and a curling rink, gymnasiums, fitness centre, sport fields, parks, and trails. The Town is also home to Olds College and Canada's Smart Agriculture College, which specializes in agriculture, horticulture, land, and environmental stewardship. The Community Learning Campus (CLC) is a joint venture between Olds College and the Chinook's Edge School Division that addresses specific rural needs by sharing resources and working jointly to create facilities and programs that support high school, post-secondary, and community education. CLC facilities include three connected gymnasiums, indoor track, fitness centre, tennis courts, football field, ball diamond, and a fine-arts and multi-media centre. For a complete summary of the Town's recreation, parks, and culture infrastructure please see Appendix B.

### Program and Facility Analysis

Many Town facilities and programs are highly utilized during prime times throughout the season and experience conflicting demands for time during shoulder seasons. However, capacity still exists at key facilities during non-prime times. CLC facilities are highly utilized by the high school and Olds College. The utilization of key facilities and programs, along with an overview of community and partner programs and events is provided in Appendix C.

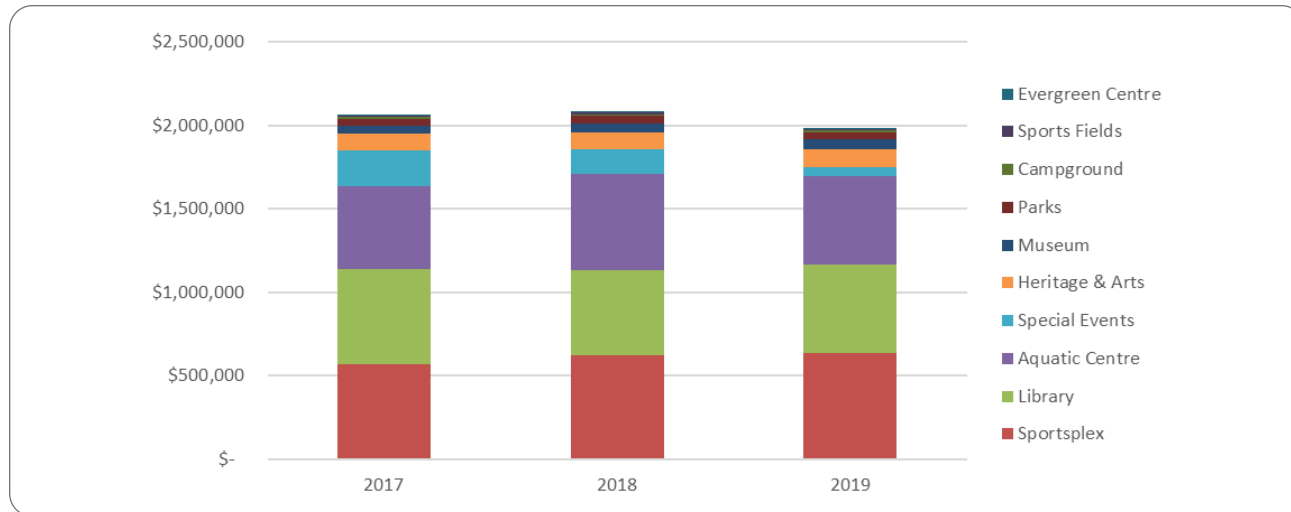
### Service Delivery Approach

The Town of Olds offers a variety of recreation and culture program opportunities at Town-owned and operated facilities, parks, playgrounds, trails, and green spaces. Service delivery is also supported by many local stakeholder groups including Olds College, the Community Learning Campus, Olds Regional Exhibition, and local sport organizations.

### Current Spending on Recreation, Parks, and Culture

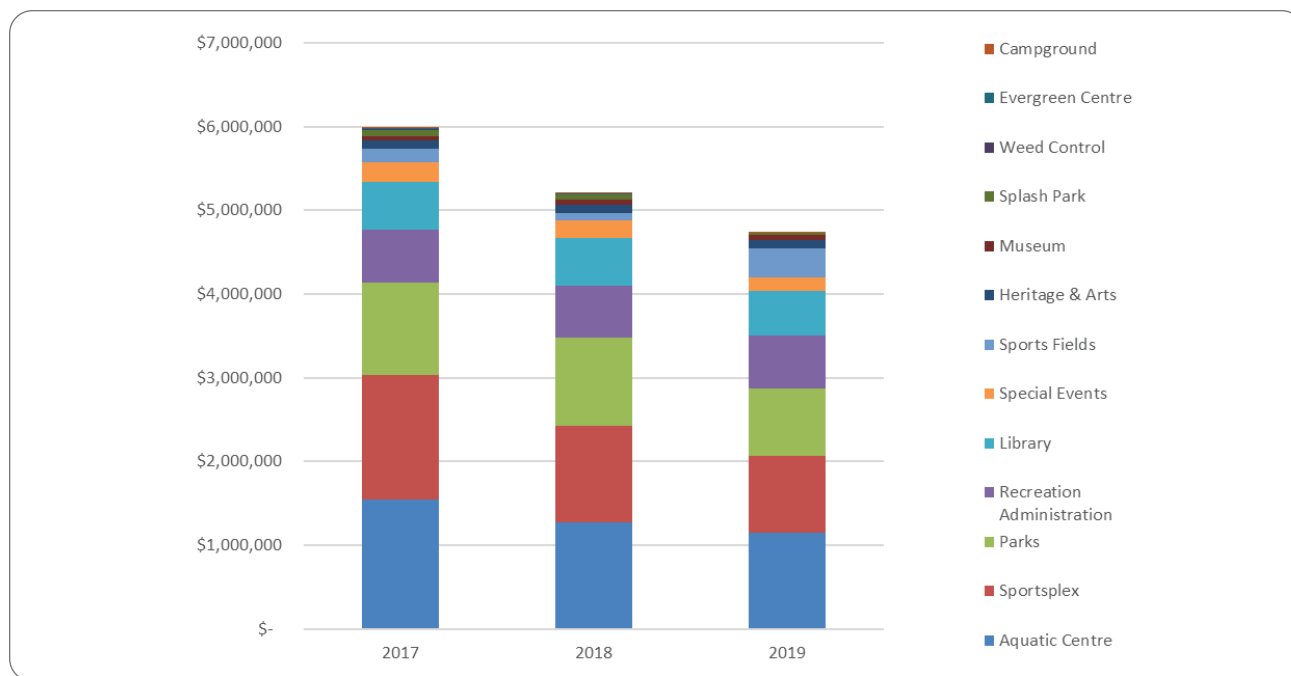
Revenues associated with parks, recreation and culture have remained stable in recent years and are largely driven by the Sportsplex, Library, and Aquatic Centre. See Figure 15 for a breakdown of parks, recreation and culture revenue sources.

Figure 15. Operational Revenues Associated with Parks, Recreation and Culture (2017-2019)



Operational expenses associated with parks, recreation and culture have declined slightly in recent years, representing 19% of total Town expenditures in 2017 and 16% in 2018 and 2019. The Aquatic Centre, Sportsplex, and Parks contribute most to annual expenses. See Figure 16 for a breakdown of parks, recreation and culture operational expenses.

Figure 16. Operational Expenses Associated with Parks, Recreation and Culture (2017-2019)



The Town of Olds employs several full-time equivalents (FTEs) in the areas of parks, recreation and culture. In all, 10 FTEs and summer staff supervise and operate parks, 7.4 FTEs manage or operate facilities, and 7 FTEs support stakeholder groups, community initiatives, and programming. Of these FTEs, there is 1 FTE dedicated to programming.

## Town of Sundre

Nestled in the foothills of the Rocky Mountains in the northwestern corner of Mountain View County and bisected by Highway 27, Sundre offers a rich and varied selection of opportunities and experiences for residents and visitors. The Town and surrounding area offer an oasis of outdoor recreation and adventure along with a dynamic arts and culture scene.

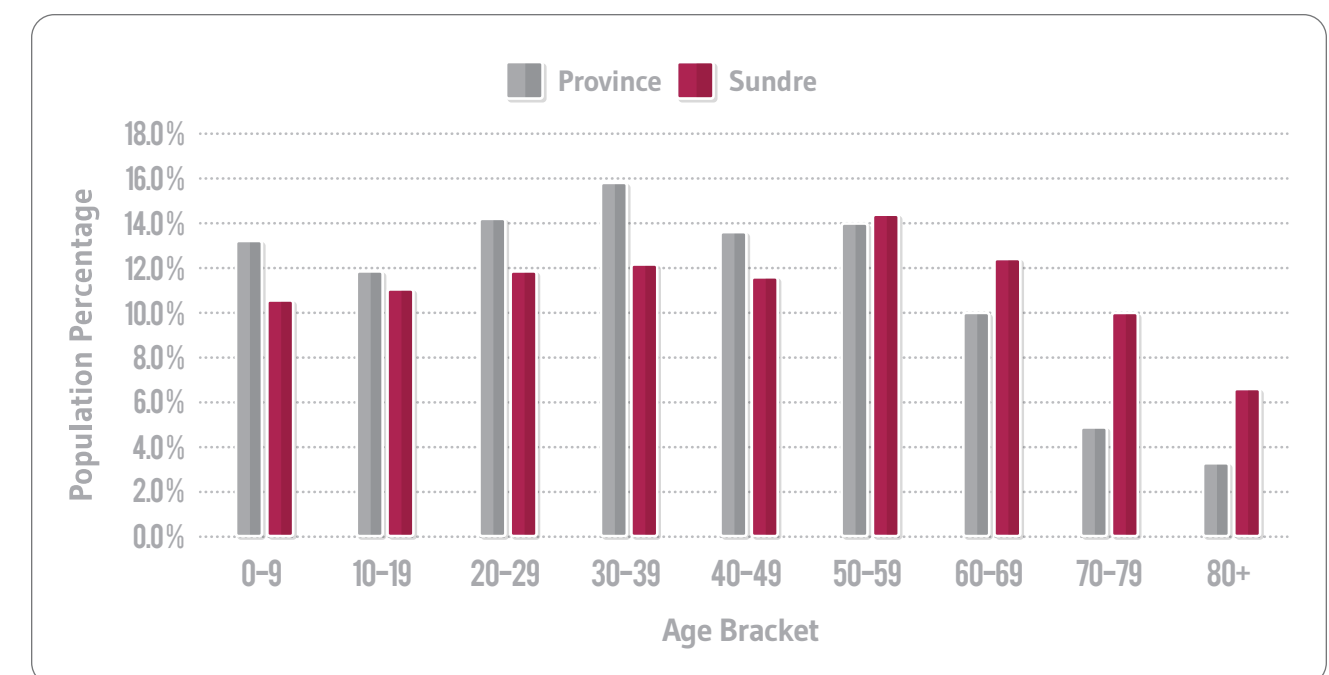


### Demographics

The Town of Sundre is home to 2,729 residents according to the most recent 2016 Federal Census. The Town's median age is 44.1 years old, which is higher than the Provincial median of 36.7 years old. This is due to the Town having a larger proportion of residents over the age of 50 compared to the Province, as a whole.<sup>14</sup> A complete breakdown of the Town and provincial age demographics is shown in Figure 17.

The Town's median age is 44.1 years old, which is higher than the Provincial median of 36.7 years old.

Figure 17. Age Distribution Comparison of the Town of Sundre to Provincial Average



Median individual incomes (\$60,654) and household incomes (\$90,880) are lower than the provincial medians (\$64,090 and \$111,435, respectively).

### Recreation, Parks, and Culture Infrastructure

The Town is home to one of the most diverse collections of facilities in the region, including an arena, curling rink, indoor pool, fitness centre, museum and pioneer village, arts development centre, and expansive rodeo grounds. A unique community feature is the Snake Hill Recreation Area, which is a large forested hill overlooking Town that has a variety of trails and sledding areas. For a complete summary of the Town’s recreation, parks, and culture infrastructure please see Appendix B.

### Program and Facility Analysis

Local programs and facilities offered by the Town and stakeholder groups are well-utilized by the community, but capacity for growth during prime time still exists as the community is smaller and further removed from the other Towns in the County, accommodating fewer regional groups. The utilization of key facilities and programs, along with an overview of community and partner programs and events is provided in Appendix C.

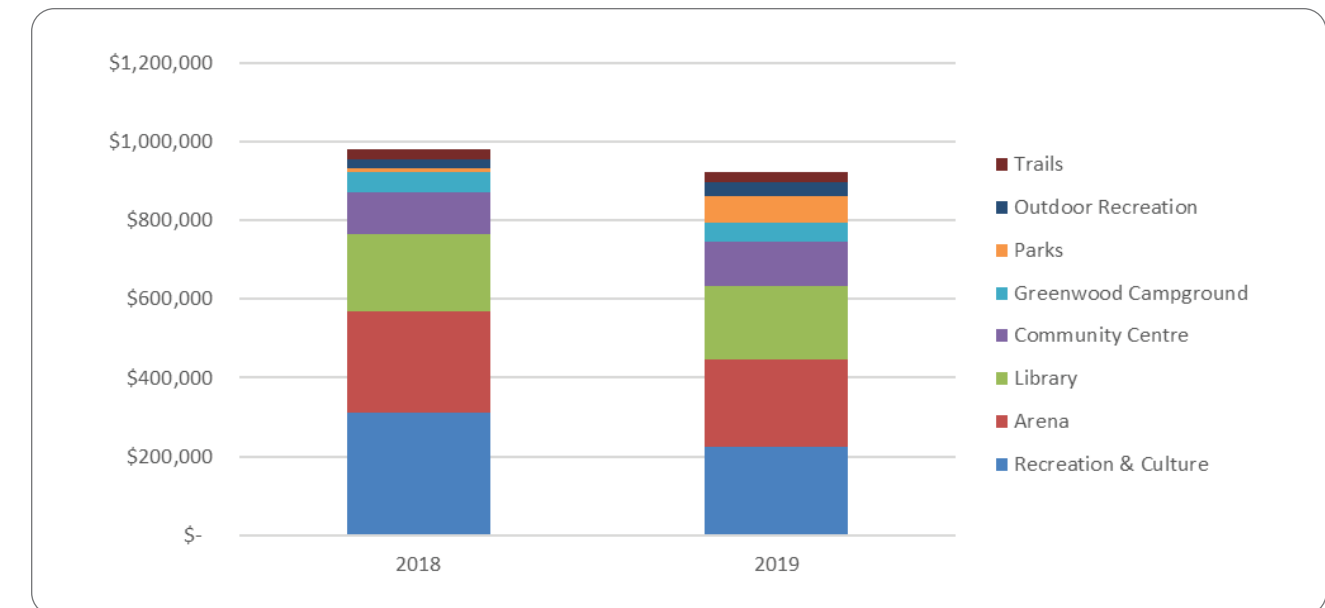
### Service Delivery Approach

Sundre provides some direct service provision and programming at select facilities, including the arena, Community Centre, and local parks. However, stakeholder-operated facilities, such as the Arts Development Centre, Curling Club, Aquaplex, Museum and Pioneer Village, and Greenwood Neighbourhood Place contribute significantly to the local parks, recreation and culture offering.

### Current Spending on Recreation, Parks, and Culture

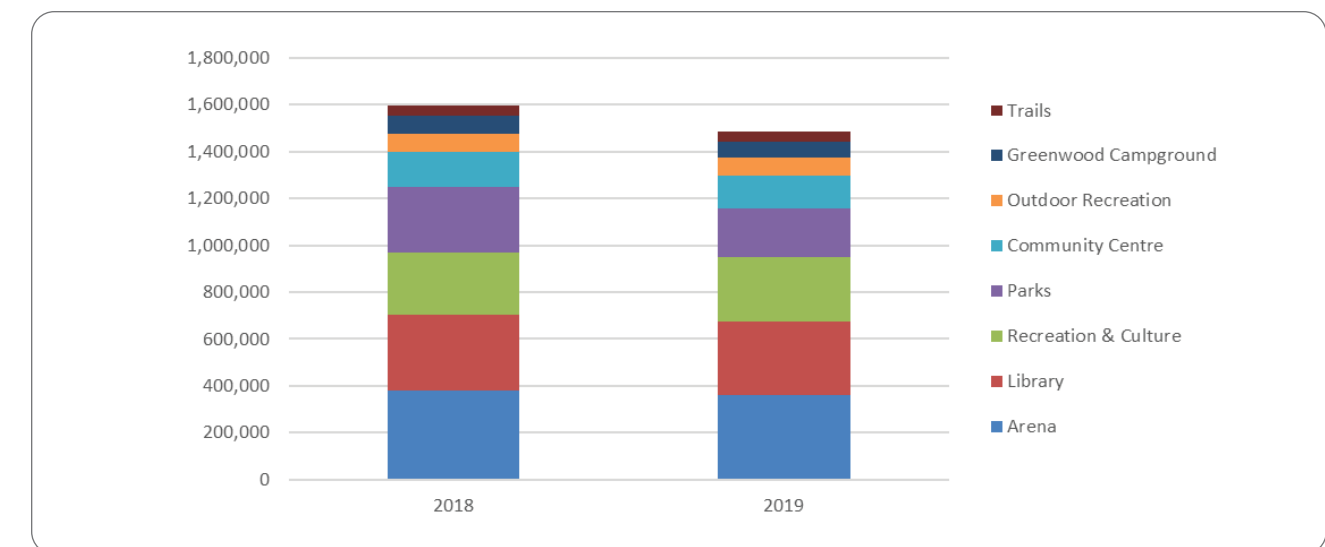
Revenues associated with parks, recreation and culture have remained stable in recent years and are largely driven by general Recreation and Culture, the Arena, and the Library. See Figure 18 for a breakdown of parks, recreation and culture revenue sources.

Figure 18. Operational Revenues Associated with Parks, Recreation and Culture (2018-2019)



Operational expenses associated with parks, recreation and culture have also remained stable, representing 19% of total Town expenditures in 2018 and 16% in 2019. Similar to revenues, expenses are driven mostly by the Arena, Library, and general Recreation and Culture. See Figure 19 for a breakdown of parks, recreation and culture operational expenses.

Figure 19. Operational Expenses Associated with Parks, Recreation and Culture (2018-2019)



The Town of Sundre employs 7 FTEs to manage or operate indoor and outdoor facilities and 1 FTE to support stakeholder groups and community initiatives.





## Comparative Service Level Analysis

A comparative analysis of communities similar to the Mountain View region was conducted in order to provide a reference point for the region's level of service provision. Regions were chosen as comparators if they satisfied the following requirements:

- A. The County or Municipal District (M.D.) is located in Alberta.
- B. The County or Municipal District has a similar regional population to Mountain View County.
- C. The County or Municipal District has urban municipalities located within its boundaries that are similar in size to the Municipal Partners.

Yellowhead County, Sturgeon County, Lacombe County, and the M.D. of Bonnyville met all three criteria and were selected as comparators. For more information, see Appendix D.

### Comparative Service Level Analysis Key Findings

The following key findings were derived from the comparative analysis.

#### Mountain View Region

- The region exceeds comparative service levels for aquatics facilities, curling sheets, fitness centres, indoor tracks, community centres/halls, libraries, art/culture facilities, performing arts spaces, senior centres, tennis courts, public parks, playgrounds, campgrounds, dog parks, outdoor tracks, sledding hills, and outdoor rinks.
- To meet current benchmark standards, the region would need to add an indoor ice surface, indoor playground, fieldhouse, youth centre, gymnastics facility, spray park, bike parks, paved court spaces, and an outdoor pool.



## Strategic Alignment Analysis

The concepts identified in this document are aligned with the strategic direction used to plan other aspects of infrastructure and services within the region. In addition, the broader planning context of provincial and national recreation frameworks and plans is also considered. The strategic alignment analysis was utilized as one indicator to justify future initiatives. For an expanded discussion on these strategies, see Appendix E.



3

Trends



In order to inform the planning process, it is important to review trends that affect the delivery of recreation, parks, and culture services. Trends were utilized as one indicator to justify future initiatives.

## Recreation, Parks, and Culture Trends



### *Increase in Flexible, Unstructured Activities*

*An aging population and growing pressures to fit recreation into convenient time slots have resulted in increased participation and provision of less structured and drop-in activities.<sup>15</sup>*

### *Team Sports Decreasing in Popularity*

*Membership in provincial sport organizations has not kept pace with the annual increase in provincial population.<sup>16, 17</sup>*

### *Leisure Time is Increasingly Spent Online*

*The amount of leisure time Canadians spend on online and digital pursuits has been steadily increasing and the COVID-19 pandemic has served to accelerate this change in behaviour. This trend is most pronounced among younger Canadians.<sup>18</sup>*

### *Rise in Outdoor-Based Activities*

*Participation in outdoor recreation has increased significantly as people seek to connect with nature. The COVID-19 pandemic has pushed municipalities to offer more outdoor fitness, health, wellness, and culture opportunities.<sup>19</sup>*

### *Increased Emphasis on Parks for All Seasons – Embracing Winter in the Outdoors*

*Municipalities are developing their parks to support winter recreation and comfortable protection from wind and cold winter weather.*



## Recreation, Parks, and Culture Trends



### ***Increased Focus on Natural Playground Environments and Youth Recreation Opportunities***

*“Nature play” areas incorporate natural elements to enhance the play environment and complement traditional play structures.*

### ***Increased Importance of Culture***

*The most popular activities that Albertans participate in share three core principles: community, connection, and discovery. These types of activities bring together audiences with shared interests, provide opportunity for sociability, and often expose participants to new things.* <sup>20, 21, 22, 23, 24</sup>

### ***Cultural Districts Boosting Urban Revitalization***

*Many communities across Canada and the U.S. have created Cultural Districts to position the arts at the centre of urban revitalization efforts, bringing renewed life to downtown cores.* <sup>25</sup>

### ***Focus on Sustainability and Capacity of Recreation***

*An appropriate mix of individuals, including professional staff and volunteers, are needed for delivering sustainable recreation programs and services.* <sup>26</sup>



## Social Trends



### Reconciliation

*Governments and organizations increasingly recognize the need to operate in the spirit of reconciliation by establishing and maintaining respectful relationships with Indigenous people, groups, and nations. The United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commission of Canada reports can be used as a framework for future activities.<sup>27</sup>*

### Increased Emphasis on Inclusion and Access

*There has been an increasing focus on improving the inclusiveness of recreation activities to reach all citizens and bring people together. Municipalities must strategically address barriers and constraints that certain segments of the population face when participating in recreation, parks, and culture services.*

### Naming Policies Being Reassessed Amid Growing Cultural Shift

*A growing cultural movement has focused on reconsidering how communities use historical iconography such as statues, memorials, and prominent names.*

### Need for Pandemic Planning

*The COVID-19 pandemic and the increased risk of future pandemics mean municipalities must be aware of the impact of a pandemic on their own capacity to provide services and plan accordingly.<sup>28, 29</sup>*

### Evolving Nature of Volunteerism

*Volunteers continue to be vitally important to the planning and delivery of recreation, culture, events, and programs. However, municipalities must consider the shifting motivations and capacity of volunteers when looking to expand the volunteer base.<sup>30</sup>*



## Facility Planning and Development Trends <sup>31</sup>



### ***Rise in Multipurpose Facilities***

*The use of multipurpose facilities is on the rise. Consolidation of services can lead to effective use of resources and increased efficiency through economies of scale. Multipurpose facilities become community hubs where a variety of activities including education and recreation can be accessed by families or groups of users.*

### ***Regional Facilities***

*Large, multipurpose facilities that serve entire regions have become more prominent as they offer smaller communities the opportunity to partner to develop facilities that would not be feasible alone. In addition, Intermunicipal Development Plans and Intermunicipal Collaboration Frameworks promote regional cooperation on the funding of operating and capital costs.*

### ***Dedicated Funding and Partnerships Needed to Address Infrastructure Deficits***

*Many communities have faced significant costs associated with aging infrastructure, so it has become more important to ensure that funding is set aside for regular capital maintenance.<sup>32</sup>*

### ***Embracing New Technology***

*Communities and recreation departments are finding it critical to embrace new technology to meet the changing demographics and needs of their citizens and users.*

4

Case for  
Investment in  
Parks, Recreation  
and Culture





Investment in parks, recreation and culture services is fundamental to building a healthy, connected, and thriving community. Now more than ever, prioritizing investment in these services is key to realizing the benefits they have in supporting the economic, social, and environmental health of communities.

## Benefits of Parks, Recreation and Culture

### Enhanced Mental and Physical Well-Being

Recreation and parks have an important role to play in increasing physical activity, which is a crucial factor in physical and mental health. Increased physical activity levels are associated with the presence of trails for walking, hiking and cycling, and organized events, including sport competitions and other attractions. People who participate in recreation have reported improved self-esteem and life satisfaction.<sup>33</sup>

### Enhanced Social Well-Being

Experiencing recreational activities has been shown to enhance social well-being. For both children and adults, recreation supports the development and strengthening of social relationships.<sup>34</sup>

### Builds Strong Families and Communities

Participation in recreation and culture activities can be an important component of fostering family cohesion, adaptability and resilience while helping to build welcoming communities for people and families from diverse cultures.<sup>35</sup>

### Helps People Connect with Nature

Connecting citizens with the natural environment can provide both environmental and human benefits. Exposure to natural environments and greenspaces can have a positive effect on health, including reducing stress levels and improving cognitive development in children.<sup>36, 37, 38, 39</sup>

### Economic Benefits

Recreation has been shown to be a powerful contributor to community economic development. Spending on recreation provides local economic benefits, providing employment opportunities, helping to retain existing residents in the area, and attracting new residents and visitors. In 2012, the average Canadian household spent \$3,773 on recreation.

There are also significant cost savings to the economy through reductions in obesity and other chronic health conditions, strain on social services, and crime. The total health care cost of physical inactivity in Canada was estimated to be \$6.8 billion in 2012.<sup>40</sup>

Research into the proximate value of parks, open spaces, and waterways has found that being near to green space can raise property values as much as 20% for an exceptionally well-kept passive park, up to 30% for homes abutting golf courses, and as high as 100% for water views.<sup>41</sup>



## Supporting Pandemic Recovery Efforts

Parks, recreation and culture play a critical role in the mental and physical health recovery of citizens and play an equally important role in community economic revival. Access to recreation facilities and programs is a fundamental service for Canadians that will usher in a return of normalcy after COVID-19, especially for children and seniors. Government funding to restore municipal recreation, parks, and culture services is essential. Re-establishing these services quickly will provide much-needed social, mental, and physical benefits to Canadians. Post-COVID-19, the public is anticipated to have a new and greater appreciation for the benefits of community recreation, parks, and culture services.<sup>42</sup>



## Linkages to Tourism

### Benefits of Tourism

There are very strong links between the recreational assets available in the Mountain View region and tourism development. For this reason, the benefits of tourism are described.

The main community, economic, and environmental benefits of tourism, with respect to recreation, parks, and culture, are described next. For an expanded description of the economic benefits of tourism and sport tourism events, please see the Case for Tourism and Strategic Recommendations report under separate cover.



### Community Benefits:

- **Can become a source of community pride.**  
Community tourism assets become revered by residents and part of the community identity.
- **Can encourage community engagement.**  
Tourism development presents additional opportunities for residents and businesses to become involved with the community.
- **Can enhance quality of life for residents.**  
Improvements to amenities for the purpose of tourism are also enjoyed by residents.



### Economic Benefits:

- **Can bring visitor dollars into the community.**  
Visitor dollars have a high multiplier and can be used to enhance the quality of life of residents.
- **Can expose the community to potential investors and homeowners.**  
Tourism provides a great opportunity to showcase the region to outsiders.
- **Can positively impact multiple sectors and encourage business retention.**  
A vibrant tourism industry has a reinforcing effect on regional businesses that improves overall economic well-being.

The tourism industry is a significant economic driver throughout the Province. On an annual basis, the tourism industry in Alberta: <sup>43</sup>

- Generates **\$8.2 billion** in direct visitor spending.
- Supports **20,000 tourism businesses**.
- Sustains over **68,000 jobs** province-wide.
- Generates **\$1.1 billion** in tax revenue for municipalities, the province, and the federal government.



### Environmental Benefits:

- **Can raise awareness and appreciation for the environment.**  
Both residents and visitors recognize the beauty and importance of the environment, locally and on a broader scale.
- **Can lead to preservation of built and natural environments.**  
Conservation efforts are strengthened by increased awareness, appreciation, prioritization, and investment.
- **Strengthens the case for enhancements to built and natural environments.**  
The positive effects of tourism support the justification for further investment into the local environment.

## Tourism Resiliency

As a global industry, tourism has a strong history of growth and has been proven to be resilient through significant crises and events. International tourism has seen continued expansion over the past few decades, despite occasional shocks. In the past 20 years, international tourist arrivals have risen from 675 million in 2000 to 1.5 billion in 2019. This dramatic growth demonstrates the sector's strength and resilience. <sup>44</sup>



5

Community  
Engagement  
Results



The Master Plan considered the goals and needs of community members and stakeholder groups in each partner municipality and the region as a whole. Engaging with stakeholders and residents was important at every stage of the process to ensure that the plan will be supported by the community. This will be important as the region moves forward into the implementation stages.

The main research questions we asked the community for input on were:

1. What new or improved indoor facilities are needed?
2. What new or improved outdoor facilities are needed?
3. What new or improved programs, activities or events are needed?

A variety of engagement methods were utilized to collect input on parks, recreation and culture in the region including three separate surveys for residents, youth, and stakeholders, interviews with stakeholders/staff, multiple public and stakeholder engagement sessions for each community, youth engagement sessions, workshops with each Municipal Council, and regular meetings with the Project Steering Committee. Figure 20 identifies the engagement activities used.

Figure 20. Master Plan Community Input



Figure 21 provides a summary of the overall engagement touchpoints for the region, as a whole. In total, the engagement process produced 1,343 engagement touchpoints.

*Figure 21. Summary of Engagement Touchpoints*

Engagement Activity	Total
Resident Survey	916 responses
Youth Survey	135 responses
Community Engagement Sessions	34 participants
Youth Engagement Sessions	54 participants
Stakeholder Survey	46 groups responded
Stakeholder Interviews	38 groups participated
Council Input Workshops	38 participants
Draft Report Feedback Opportunity	82 participants
<b>Total</b>	<b>1343 touchpoints</b>

The remainder of this section summarizes the key findings for each municipal partner from the input received as well as considerations for the region, as a whole. For an expanded summary of the engagement results from each municipal partner, see Appendix F.



## Town of Carstairs



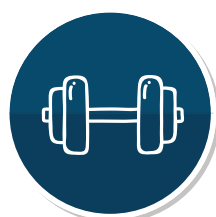
### Indoor facilities most requested:

- Aquatic facility
- Indoor playground
- Fieldhouse/Gymnasium
- Performing arts space
- Youth centre
- Additional ice surface
- Climbing wall



### Outdoor facilities most requested:

- Trails (paved, granular and groomed X-country)
- Outdoor pool
- Parks and playgrounds
- Paved courts
- Festival and event spaces



### Indoor programs most requested:

- Education and skill-building
- Aquatics
- Gym/court programs
- Performing and visual arts



### Outdoor programs most requested:

- Education and skill-building
- Court programs
- Parks and trails
- Field programs



### Top barriers to participation were:

- Lack of programs
- Lack of facilities
- Lack of awareness

Participants were most satisfied with opportunities for children and families and less satisfied with opportunities for youth and adults.

63% of resident survey respondents agree with travelling up to 30 minutes (one way) to access regional facilities while 18% disagree.

To provide improved service provision, 67% of resident survey respondents support increased taxation while 59% support increased user fees.



## Village of Cremona



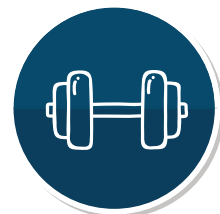
### Indoor facilities most requested:

- Running/walking track
- Youth centre
- Fitness centre
- Aquatic facility



### Outdoor facilities most requested:

- Spray park
- Campground
- Festival/event space



### Indoor programs most requested:

- Education and skill-building
- Fitness
- Culture
- Gym/court programs



### Outdoor programs most requested:

- Education and skill-building
- Parks and trails
- Court programs
- Culture



### Top barriers to participation were:

- Lack of facilities
- Lack of programs
- Distance to facilities

Participants were most satisfied with opportunities for children and families and less satisfied with opportunities for youth and adults.

50% of resident survey respondents agree with travelling up to 30 minutes (one way) to access regional facilities while 14% disagree.

To provide improved service provision, 55% of resident survey respondents support increased taxation while 66% support increased user fees.





## Town of Didsbury



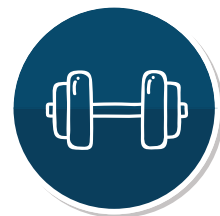
### Indoor facilities most requested:

- Fitness centre
- Fieldhouse with indoor track
- Library expansion
- Indoor playground
- Youth centre
- Pool upgrades



### Outdoor facilities most requested:

- Trails (paved, granular and groomed X-country)
- Spray park
- Public parks
- Dog park
- Tennis/pickleball courts



### Indoor programs most requested:

- Education and skill-building
- Fitness
- Culture
- Gym/court programs



### Outdoor programs most requested:

- Education and skill-building
- Parks and trails
- Court programs
- Fitness



### Top barriers to participation were:

- Lack of programs
- Lack of facilities
- Lack of awareness

Participants were most satisfied with opportunities for children and families and less satisfied with opportunities for youth and adults.

56% of resident survey respondents agree with travelling up to 30 minutes (one way) to access regional facilities while 21% disagree.

To provide improved service provision, 66% of resident survey respondents support increased taxation while 61% support increased user fees.



# Mountain View County



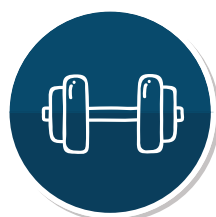
### Indoor facilities most requested:

- Indoor playground
- Running/walking track
- Fieldhouse
- Ice arena
- Fitness centre
- Upgrades to community halls



### Outdoor facilities most requested:

- Trails (paved, granular and groomed X-country)
- Tennis/pickleball courts
- Outdoor rinks
- Dog parks
- Public parks



### Indoor programs most requested:

- Education and skill-building
- Gym/court programs
- Fitness
- Culture



### Outdoor programs most requested:

- Education and skill-building
- Court programs
- Parks and trails
- Culture



### Top barriers to participation were:

- Lack of awareness
- Lack of programs
- Lack of facilities

Participants were most satisfied with opportunities for children and families and less satisfied with opportunities for youth and adults.

72% of resident survey respondents agree with travelling up to 30 minutes (one way) to access regional facilities while 9% disagree.

To provide improved service provision, 60% of resident survey respondents support increased taxation while 57% support increased user fees.



## Town of Olds



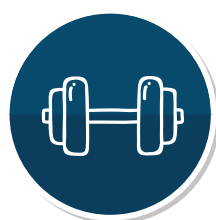
### Indoor facilities most requested:

- Indoor playground
- Climbing wall
- Fieldhouse
- Aquatic facility enhancements
- Arena upgrades
- Additional indoor ice sheet
- Multipurpose space
- Gymnastics facility



### Outdoor facilities most requested:

- Trails (paved, groomed X-country, granular)
- Outdoor rinks
- Tennis/pickleball courts
- Sledding hills
- Public parks
- Outdoor pool
- Paved court spaces



### Indoor programs most requested:

- Education and skill-building
- Gym/court programs
- Aquatics
- Culture



### Outdoor programs most requested:

- Education and skill-building
- Court programs
- Parks and trails
- Culture



### Top barriers to participation were:

- Lack of programs
- Lack of facilities
- Lack of awareness

Participants were most satisfied with opportunities for children and families and less satisfied with opportunities for youth and adults.

63% of resident survey respondents agree with travelling up to 30 minutes (one way) to access regional facilities while 17% disagree.

To provide improved service provision, 63% of resident survey respondents support increased taxation while 55% support increased user fees.



## Town of Sundre



### Indoor facilities most requested:

- Running/walking track
- Climbing wall
- Arena upgrades
- Youth centre



### Outdoor facilities most requested:

- Trails (paved, granular, motorized, groomed X-country)
- Dog park
- Bike park
- Spray park
- Upgrades to tennis/pickleball courts
- Sledding hill maintenance



### Indoor programs most requested:

- Education and skill-building
- Fitness
- Gym/court programs
- Culture



### Outdoor programs most requested:

- Education and skill-building
- Court programs
- Parks and trails
- Culture



### Top barriers to participation were:

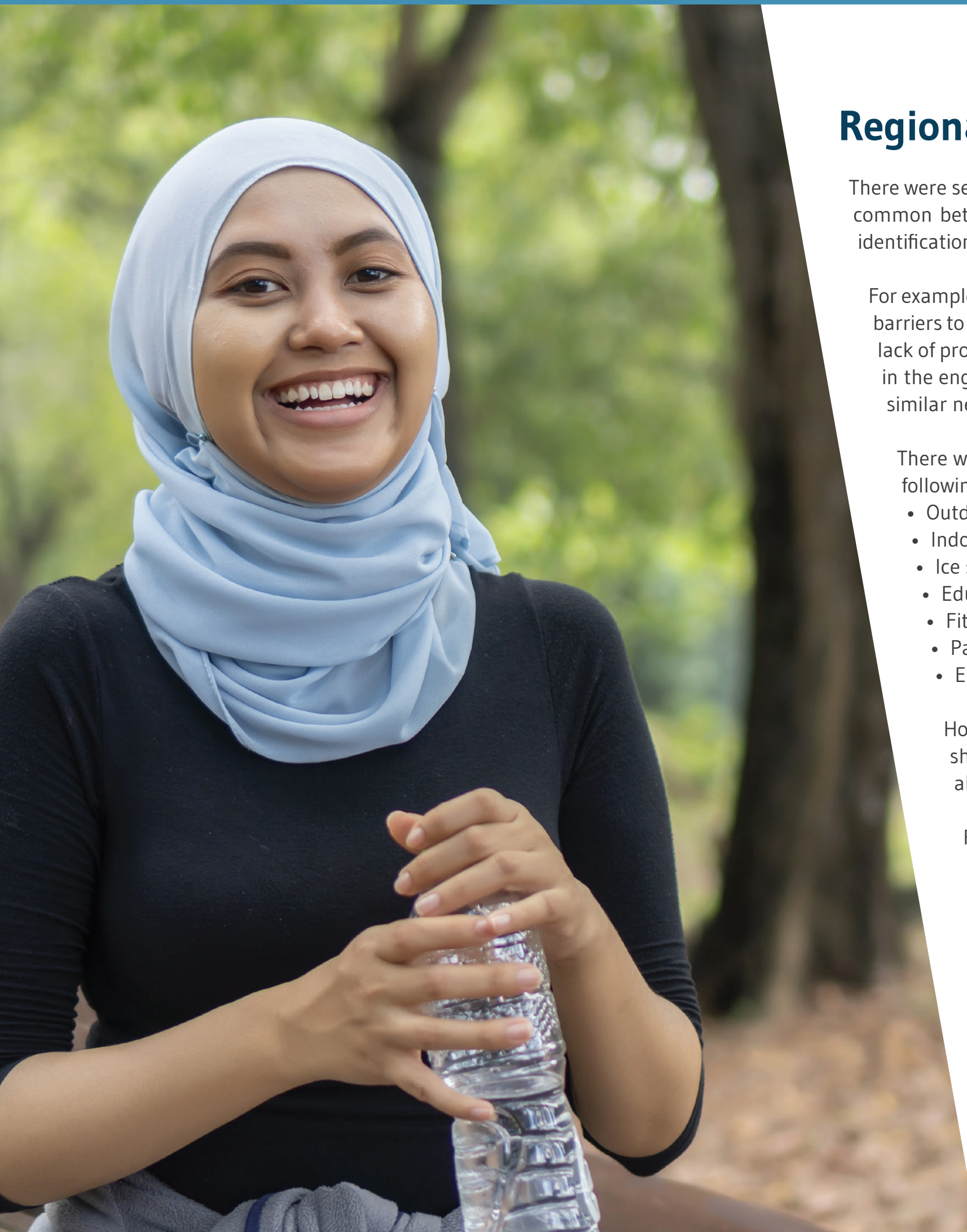
- Lack of programs
- Lack of facilities
- Lack of awareness

Participants were most satisfied with opportunities for adults and families and less satisfied with opportunities for youth and children.

54% of resident survey respondents agree with travelling up to 30 minutes (one way) to access regional facilities while 25% disagree.

To provide improved service provision, 62% of resident survey respondents support increased taxation while 63% support increased user fees.





## Regional Considerations

There were several themes and findings identified through the engagement process that were common between communities in the region. Consideration of these findings enables the identification of opportunities for regional collaboration.

For example, resident survey respondents from across the region identified many of the same barriers to increased participation in parks, recreation and culture, such as a lack of facilities, lack of programs, and lack of awareness of opportunities. As another example, participants in the engagement process often expressed strong interest in working together to satisfy similar needs and achieve mutual goals.

There was also found to be strong alignment between communities on the need for the following facilities and programs:

- Outdoor trails and parks
- Indoor fieldhouse, playgrounds, tracks, climbing walls, youth centres
- Ice sheet
- Education and skill-building programs
- Fitness programs
- Parks and trails programs
- Enhanced programs for youth and adults

However, there were respondents who held strong sentiments that each community should have its own “core” assets instead of relying on regional facilities to meet all of their facility needs.

Respondents also shared ideas for communities in the region to specialize by providing facilities and/or programs that differentiate them from other communities in the region. Some respondents also expressed concerns around regional competition on facility rental rates and user fees, the need for greater facility utilization, and the long-term sustainability of facilities and programs.

Furthermore, many respondents were in alignment with opportunities to enhance visitation and the visitor economy in the region, including:

- Partnering regionally to attract larger events.
- Enhancing facilities to support sport tourism.
- Coordinating tourism messaging to attract visitors.
- Expanding product offerings (i.e. things to do).

6

Vision for the Future



## Vision for the Future

The Mountain View region has invested significantly in parks, recreation and culture services over the past several decades. The region has also seen the rise of dedicated stakeholder groups that contribute strongly to the overall offering. This has left the region well appointed in terms of most facilities, but it also brought challenges. Infrastructure is aging, operational models are struggling with sustainability, and emerging gaps in service provision have not been filled. Additionally, communities are dealing with the social and financial impacts of the COVID-19 pandemic, provincial economic slowdown, and demographic pressures. However, residents, stakeholders, and the municipal partners collectively recognize the importance of collaboration and the opportunity to work together to increase levels of satisfaction, reduce barriers to participation, and improve accessibility and inclusivity.

### Vision for Parks, Recreation and Culture in the Mountain View Region

*Our region will come together in the spirit of collaboration to ensure all our community members have the opportunity to enjoy the benefits of parks, recreation and culture. We will strike the balance between preserving local autonomy and enhancing regional service provision.*

#### At the completion of this Master Plan, the following will be achieved:

Parks, recreation and culture services will be positioned as a core municipal service that is viewed as essential to meeting community needs and supporting future growth, including resident retention and attraction, economic development, and tourism. Communities in the Mountain View region will be working well together to satisfy emerging demands and achieve mutual goals in a collaborative and sustainable manner. Community members of all ages and abilities will report a high level of satisfaction with facilities and programs.

## Guiding Principles for Service Delivery

Guiding principles for parks, recreation and culture service delivery were developed to support the implementation of the Master Plan. The municipal partners will:

1. Ensure a high degree of accessibility and inclusion in all programs, facilities, and services for all cultures, ages, genders, and abilities.
2. Acknowledge parks, recreation and culture as a core municipal service that plays an important role in meeting community needs and supporting future growth.
3. Provide equitable access to facilities, services, and programs which will include a balance between access for:
  - The general public and organized groups
  - Passive and active endeavours
  - Competitive and non-competitive pursuits
  - Structured and spontaneous activities
  - Indoor and outdoor opportunities
  - Athletic and creative pursuits
4. Regularly engage with citizens to ensure services are delivered that meet the needs of the community in the most effective way.
5. Seek sustainable solutions that consider the financial, social, and environmental impacts to all communities in the region.
6. Seek opportunities to leverage parks, recreation and culture to encourage resident retention and attraction, support tourism, and encourage investment.
7. Ensure integration and connectivity of indoor, outdoor, and cultural spaces to create a wholistic and rich experience for residents.
8. Ensure public spaces incorporate a high degree of creative design and flexibility of use.
9. Undertake sound planning for new developments including a comprehensive review of supply, demand, cost and benefit, and further integration into broader municipal planning (see Capital Project Evaluation Criteria in Appendix I).
10. Ensure parks, recreation and culture supports the strategic direction of the region. We will strike a balance between working collaboratively as a region and retaining local autonomy.

7

# Master Plan Priorities







## Master Plan Priorities

This section outlines the priorities that have been identified for parks, recreation and culture in the Mountain View region. For a description of indicators that were considered during the priority evaluation process, please see Appendix J.

Regional facility priorities and regional programming and service delivery priorities are provided first. This is followed by priorities for each municipal partner. Implementation plans that consolidate the recommendations in this section are provided in Appendix G.

### A. Regional Facility Priorities

#### 1. Establish a Classification for “Local” Facilities and “Regional” Facilities

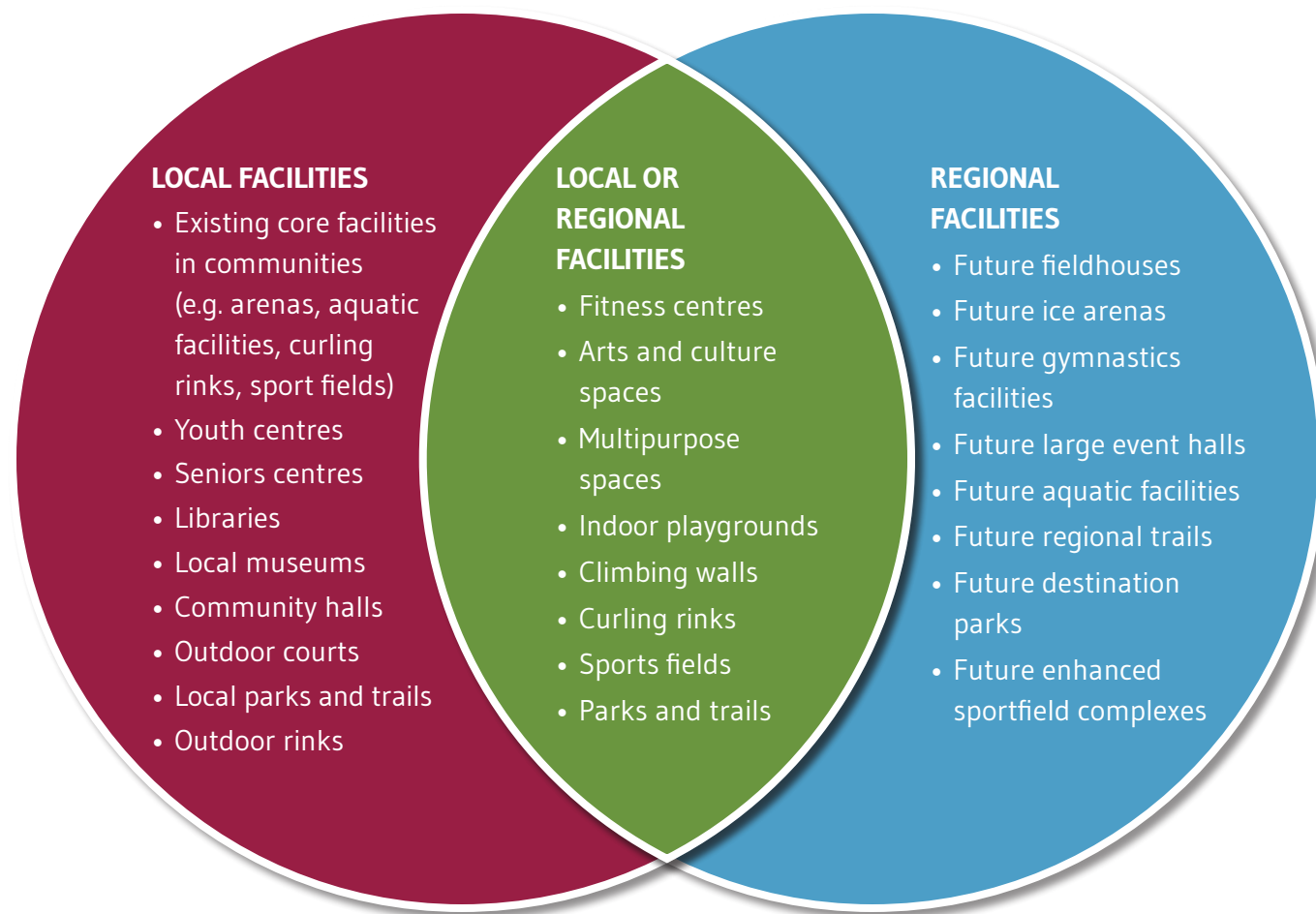
Respondents to the engagement process indicated strong support for regional facility development. However, there were also strong sentiments that each community in the region should have its own ‘core’ facilities that meet local needs. The municipal partners should establish a classification system that assists them in delineating the differences between facilities that should continue to be offered locally and those that can best be offered regionally.

The following figure provides characteristics and examples of the types of facilities that could be considered local, regional, and those that could be both. It should be noted that the examples provided are intended to be used as a guide only. Additionally, it should be recognized that Mountain View County contributes funding to support many local facilities that are used by a regional population.

#### Recommendation

A.1.1 – That the municipal partners accept the facility classification provided in Figure 22 and utilize it as a guideline for future planning purposes.

Figure 22. Local and Regional Facility Classification



Characteristics of Local Facilities	Characteristics of Regional Facilities
<ul style="list-style-type: none"> <li>Serve to satisfy local facility needs in the municipality and the recreation area surrounding the municipality.</li> <li>Are easily accessible and have limited transportation barriers.</li> <li>Are part of a community's historical parks, recreation and culture offering.</li> <li>Support a community's unique identity and characteristics.</li> </ul>	<ul style="list-style-type: none"> <li>Serve to satisfy facility needs from multiple communities in the region.</li> <li>Can be effectively operated and programmed to serve a regional user base.</li> <li>Tend to be larger in scope than local facilities and contain enhanced amenities with broad appeal and draw.</li> </ul>

**2. Study the Feasibility of Developing a Regional Multipurpose Leisure Centre (MPLC)**

- Throughout the engagement process, there was interest from stakeholders and the public for communities in the region to work together to satisfy similar needs and achieve mutual goals. There was a willingness among respondents to the resident survey to travel up to 30 minutes (one way) to access enhanced regional facilities (61% agreed, 17% disagreed). Furthermore, a large majority of respondents to the resident survey indicated that they already travel within the region (79%) and outside the region (84%) to access parks, recreation and culture facilities and programs at least once a year. When taken together, these findings indicate that regional facility development has some level of support in the Mountain View region.
- Large MPLC's require large population bases and year-round offerings to operate sustainably. The communities in the Mountain View region are unlikely to be able to support such a facility on their own. However, when the population and recreation needs of the municipal partners are considered together, the case for a MPLC becomes stronger.
- There were several indoor facility needs identified through the analysis process that would lend themselves well to being included as part of a MPLC development. These facilities included:
  - Fieldhouse
  - Court space
  - Ice sheet
  - Gymnastics
  - Indoor playground
  - Climbing wall
  - Indoor track
  - Sport fields (outdoor)
- It is also worth considering the inclusion of arts and culture space in the development of a MPLC.
- Collaborating to build a MPLC could be beneficial to the municipal partners in several ways, including:
  - The region could have access to new and enhanced facilities sooner than if each municipality pursued facility development on their own.
  - By pooling resources together, the capital and operational impacts of developing new facilities may be lessened for each municipality.

- There would be less opportunity for facility duplication in the region caused by individual municipalities developing the same types of facilities.
- Components of the MPLC could be phased in over time based on demand and available resources.
- Working together to develop a regional MPLC could serve to strengthen intermunicipal relationships and deepen the ties between communities in the region.
- A MPLC could support the sport tourism goals of municipal partners.
- The region would have the opportunity to enjoy the benefits of a MPLC (see trends section). There may also be opportunities to incorporate outdoor facility components, such as fields, trails, parks, etc., which would further position the MPLC as a destination for recreational pursuits.
- Potential challenges to regional facility development could include:
  - Governance of facilities serving multiple communities can be a challenge.
  - Municipal partners may have less control over the facility than if they were the sole owner-operator.
  - Some municipal partners may choose not to collaborate in the development of a MPLC, but their citizens would still benefit. This issue could be addressed with user fee structures.

**Recommendation**

A.2.1 – Conduct a feasibility study to examine a regional MPLC. The study would confirm several important considerations, including facility components, location, governance structure, operational model, estimated costs (capital and operational), revenue potential, project partners, and next steps toward development.

**3. Develop a Master Plan for a Regional Trails Network**

- Trails were identified as a top request from participants in the engagement process. Participants requested more trails, more variety of trails (e.g. paved, granular, x-country, motorized), and better connectivity within trail networks.
- Currently, none of the municipal partners are connected by trails.
- There is an opportunity to satisfy some of the demand for trails and enhance the connectivity between communities in the region by developing a regional trail network.

**Recommendations**

A.3.1 – Develop a Regional Trails Master Plan in the short term. Implementation should occur in the medium to long term with a focus on connecting communities and providing access to important recreation areas in the region.

A.3.2 – Undertake a review of all County-owned parcels and explore the feasibility of developing additional trails, day use areas, and tourism development opportunities.

**4. Increase Utilization of Existing Ice Arenas and Add Additional Ice**

- Existing indoor ice surfaces in Olds, Carstairs, and Didsbury are fully utilized during prime times. Although, there is still some capacity during non-prime times.
- Demand has been expressed from user groups and the public for more ice time, particularly in Olds.
- The Mountain View region is behind comparator jurisdictions in the provision of indoor ice sheets.
- In the short term, there is opportunity to more fully utilize arenas in the region and in neighbouring regions that are not at capacity. This includes arenas in Cremona and Sundre.
- There is demand for more dryland arena space, particularly during the spring season as Lacrosse groups start their programs.

**Recommendations**

A.4.1 – In the short term, collaborate with arena operators in Cremona, Sundre, and those outside the Mountain View region to shift more ice times to facilities in those communities.

A.4.2 – In the medium term, develop another sheet of ice in the region and study the demand for adding a second sheet in the medium to long term.

A.4.3 – Expand access to dryland programming space at existing arenas.

**5. Improve Facility Accessibility and Overall Inclusivity**

- Some facilities in the region have done very well in creating accessible and welcoming environments. A good example of such a facility is the Community Arena in Cremona. This facility has ramps for sloped entrances/egresses,

well maintained and level floors, sufficient change rooms for both males and females, and has an elevator to access different levels in the building. However, there are significant deficiencies at many indoor and outdoor facilities throughout the region in terms of their accessibility. Much more could be done to transform these facilities into accessible environments that fully engage people of all abilities.

- In addition to facility improvements, the municipal partners should consider broader inclusivity efforts to ensure opportunities are provided for everyone to enjoy, regardless of their culture, age, gender, or ability.

### Recommendations

A.5.1 – Conduct accessibility audits of all major facilities in the region and take steps to address deficiencies.

A.5.2 – Review all services provided to ensure opportunities are provided for everyone to enjoy, regardless of their culture, age, gender, or ability.

### 6. Seek Opportunities to Strengthen Recreation Funding Agreements

- Throughout the engagement process it was identified that there is an opportunity to improve recreation funding agreements between the County and the urban municipal partners. The existing agreements have a review process and timeline identified, so there is an existing mechanism to facilitate discussion.
- There may also be opportunities for urban partners to cost share on needed amenities.

### Recommendation

A.6.1 – Seek opportunities (through existing agreement review processes) to strengthen funding agreements between the County and the urban municipal partners. Also consider opportunities for urban partners to cost share on needed amenities.



## 7. Adopt a Capital Project Evaluation Criteria and Process

- Budgeting for new facilities requires advanced analysis and planning in order to properly estimate resource requirements, prove the need for new infrastructure exists, and to gain support from the public and from funders. The analysis and business planning process often begins years before construction takes place to ensure adequate time for consultation and planning, and to confirm that the necessary funds are budgeted to begin construction. The municipal partners should consider starting the process when certain indicators show that new facility development is required. This can include facilities reaching end of life, growth in market size, facilities reaching capacity, or demand for new facilities that are not provided within the market area. Proper analysis and business planning is a multi-step process, involving a high level of engagement of both stakeholders and the public. See Appendix I for a recommended evaluation criteria and process.

### Recommendation

A.7.1 – Adopt the capital project evaluation criteria and process outlined in Appendix I.

## 8. Conduct Facility Condition Assessments

- At the present time, the condition of many key recreation facilities in the region is not known. In order to plan appropriately, it is essential that facility condition assessments are completed on all major recreation facilities and multi-year facility lifecycle plans are put in place. The assessments should include core facilities operated by non-profit organizations.

### Recommendation

A.8.1 – Each municipal partner conduct facility condition assessments and multi-year facility lifecycle plans on its main recreation facilities.

# B. Regional and Shared Priorities Relating to Collaboration, Programming, and Marketing

## 1. Establish a Regional Recreation Task Force

- Currently, there are no formal mechanisms in place that bring municipal parks, recreation and culture leaders together to collaborate and learn from each other. This is a significant gap that could hamper efforts to collaborate regionally.
- It is envisioned that a task force is established that would include at least one senior recreation leader (i.e. directors and managers) from each partner municipality.
- It will be important for the Task Force to be action-oriented in order to gain commitment and maintain strong interest in participating in the group. This will be critical to the long-term success of the group.
- The task force should establish a clear terms of reference, timelines and performance measures.

### Recommendation

B.1.1 – Establish a Regional Recreation Task Force.

## 2. Tourism Development

- Tourism assets in the region include strong transportation links, proximity to urban markets, established sport tourism activity, an emerging cultural cluster, all-season family orientated recreation, and an attractive outdoor activity offering. These are very strong assets that can be leveraged for growth.
- There are also some opportunities for improvement. For example, at the present time the region's tourism activities are "siloes" leading to a fragmented regional tourism sector that has limited engagement and direction, and lacks a collective voice. Further, the region does not have a well developed market access strategy, there is no regional tourism strategy, no clear lead organization that will grow tourism, there is a lack of understanding of the benefits of tourism activities,

and the tourism product that exists is not in a format that is easily consumable by visitors (i.e. it is not connected, packaged, promoted or developed). For these reasons, the region could significantly benefit from a regional tourism strategy.

**Recommendation**

B.2.1 – Develop a regional tourism strategy.

**3. Enhance Indoor and Outdoor Programming**

- There is strong alignment between communities in programming needs as described earlier in this report.
- There is an opportunity to collaborate and reduce redundancy between communities when developing new programs.

**Recommendations**

B.3.1 – Each municipal partner expand their role in developing and delivering programs to residents in their community.

B.3.2 – That the municipal partners collaborate in their program development efforts to reduce redundancy, and best meet the needs of community members.

**4. Increase Utilization of Arts and Culture Facilities**

- The region has a strong supply of arts and culture facilities, including libraries, performing arts, spaces, museums, and community centres/halls.
- There is demand for more culture programs in several communities in the region.

**Recommendations**

B.4.1 – Seek to increase the utilization of existing arts and culture facilities by supporting the delivery of additional arts and culture programs that respond to community needs.

**5. Enhance Marketing**

- Lack of awareness of parks, recreation and culture opportunities was identified as one of the top barriers to increased participation among respondents to the resident survey.
- A review of digital and hard copy marketing materials revealed gaps and growth areas in the region.

**Recommendations**

B.5.1 – That each municipal partner develop and implement a marketing plan for their parks, recreation and culture offerings.

B.5.2 – That the municipal partners explore the opportunity to collaborate on a regional parks, recreation and culture guide that would showcase the full breadth of what the region has to offer.

**6. Evaluation Procedures**

- Each municipal partner should have systems in place to receive regular feedback on the facility and service needs of the community. This could include regular public/stakeholder surveys and community engagement sessions.
- Establishing a set of metrics for tracking amenity usage helps municipalities make decisions related to recreation, parks, and culture. At present, data on facility utilization, program participation, and event attendance is limited and inconsistent. More detailed tracking is needed to identify opportunities for enhanced utilization during peak and non-peak hours and community group capacity growth. Tracking usage is key for each municipality and the region to better understand demand and predict future trends moving forward.

**Recommendations**

B.6.1 – That each municipal partner put systems in place to receive regular feedback on the service needs of the community and satisfaction levels.

B.6.2 – That each municipal partner establish a set of metrics, processes and tactics for tracking amenity usage and facility utilization.

## C. Shared Priorities Relating to Policy, Planning, and Development

### 1. Residential and Commercial Development

- Planning for community growth should strongly consider recreation, parks, and culture development and address the most prominent needs of the community. More specifically, development and design standard policies should be strengthened to include opportunities for neighbourhood trail and parks development. The development of new neighbourhoods should include extensive connection to the proposed expanded trail network and parks system. Policy statements should hold developers accountable to provide these linkages to ensure the municipality has a pedestrian (and cyclist) friendly focus.

#### Recommendation

C.1.1 – That each municipal partner strengthen development and design standard policies to include opportunities for neighbourhood trail and parks development.

### 2. Naming Policy

- The municipal partners should consider the development of Naming Committees to work in conjunction with Council and Administration to evaluate potential names that reflect local and regional heritage and mitigate risks associated with naming as described earlier in this document.

#### Recommendation

C.2.1 – That each municipal partner develop a Naming Policy and Committee to evaluate potential names for amenities that reflect local heritage and mitigate risks associated with naming.

### 3. Crime Prevention Through Environmental Design (CPTED)

- The municipal partners should consider a Crime Prevention Through Environmental Design (CPTED) approach when planning for future facilities and amenities. CPTED has been defined as the “science around the design and

effective use of physical space to lead to a reduction in both the incidence and fear of crime.”<sup>45</sup> CPTED guidelines have long been recommended as a standard for neighbourhood planning, and some evidence exists that the principles can be adapted to park spaces.<sup>46</sup> For example, natural surveillance should be promoted in addition to traditional surveillance techniques such as cameras. This can be accomplished by ensuring that foliage in parks is well maintained and trimmed, adequate lighting is maintained, and structures are located strategically to produce clear sightlines throughout the establishment.<sup>47</sup>

#### Recommendation

C.3.1 – That each municipal partner consider a Crime Prevention Through Environmental Design (CPTED) approach when planning for future facilities and amenities.

### 4. Allocation for Art

- Public art is considered to be a key component to the attractiveness and identity of a municipality. Investment in the arts strengthens the local economy while support for local arts and culture is a reflection of a progressive municipality with a strong sense of character. The municipal partners should develop a policy that contributes a percent of annual capital funding to support the development and showcasing of art. Comparable organizations implementing this policy contribute approximately 1% of capital project budgets to art.

#### Recommendation

C.4.1 – That each municipal partner considers developing a policy that contributes a certain percentage of annual capital funding to support the development and showcasing of art.

### 5. Update the Master Plan After Year 5 of Implementation

- It will be important to formally update the Mountain View Regional Parks, Recreation and Culture Master Plan after year five of implementation. This will help ensure that the plan takes into consideration future changes in each community and the region.

#### Recommendation

C.5.1 – Update the Master Plan after year 5 of implementation.

Priorities for each municipal partner are provided next and have been divided into three categories for organizational purposes. These categories include:

1. Indoor Facility Priorities
2. Outdoor Facility Priorities
3. Programming and Service Delivery Priorities

## D. Town of Carstairs

### Indoor Facility Priorities

#### 1. Participate in the Study of a Regional MPLC to Address Indoor Facility Priorities

- Many of the community’s top indoor facility priorities could be developed as part of a MPLC, including a fieldhouse/gymnasium, ice surface, indoor playground, and a climbing wall.
- If a regional MPLC is not feasible, it is recommended the Town seeks to develop their own indoor facilities, including a fieldhouse/gymnasium, ice surface, indoor playground, and a climbing wall. There is available land to develop indoor facilities locally at the Memorial Complex site and south of the Community Hall (see Figure 23).

#### Recommendation

D.1.1 – Participate in the Study of a Regional Multipurpose Leisure Centre to explore opportunities to address facility priorities in the community including a fieldhouse/gymnasium, ice surface, indoor playground, and a climbing wall.

#### 2. Enhance Access to Aquatics Facilities

- An aquatic facility was the top indoor facility request by a significant margin in the resident survey.
- The region has an oversupply of indoor aquatic facilities and there is capacity for increased utilization at existing facilities.
- The costs to build and operate indoor aquatic facilities are significant. As such, the development of an aquatic facility could impact the capacity of the Town to deliver on other parks, recreation and culture priorities.

- In the short term, it is recommended that the Town work with municipal partners in the region who have aquatic facilities (i.e. Didsbury, Olds, Sundre) to find opportunities to increase public access and develop programs to better serve Carstairs residents.
- In the long term, if there is sufficient demand, the Town may wish to conduct a feasibility study to better understand the community’s aquatic facility needs, as well as the capital and operational impacts of developing an aquatic facility.

#### Recommendation

D.2.1 – Work with municipal partners in the region who have aquatic facilities to find opportunities to increase public access and develop programs to better serve Carstairs residents.

#### 3. Develop a Youth Centre

- A youth centre was one of the top indoor facility requests from the resident survey.
- There are limited spontaneous and drop-in recreational opportunities for youth in the community.
- A facility could be developed by repurposing a suitable existing space, or by developing a purpose-built facility.

#### Recommendation

D.3.1 – Develop a youth centre and support it with ongoing programming.

#### 4. Performing Arts Space

- Enhanced space for performing arts was identified as a top request through the community engagement process.
- The Community Hall is currently used for performances. There are also high quality performance facilities located throughout the region that have capacity (e.g. Fine Arts and Multimedia Centre in Olds).

#### Recommendation

D.4.1 – Engage with the arts community to determine opportunities to retrofit existing space, utilize regional facilities or enhance programming to meet needs.



## Outdoor Facility Priorities

### 5. Expand the Local Trail System and Improve Connectivity

- Trails were the top outdoor facility request from the resident survey. There is an opportunity to improve connectivity within the trail system. Especially along key transportation corridors and between recreation amenities (see Figure 23).

#### Recommendations

D.5.1 – Develop additional paved, granular, and groomed X-country trails within existing and planned park spaces.

D.5.2 – Improve connectivity within the trail system.

D.5.3 – Develop a trails master plan.

### 6. Enhancement of Parks

- Parks and playgrounds were one of the top outdoor facility requests from the resident survey.
- Carstairs exceeds comparator communities in the provision of public parks; however, the community's demographics are younger. Therefore, demand for parks and playground spaces is likely to be higher than communities of similar population size.
- An opportunity exists to increase the amount of vegetation in existing park spaces, specifically in Tiny Lafleur Memorial Park and Rodeo Grounds / Sledding Hill park areas.

#### Recommendations

D.6.1 – Increase the amount of vegetation in existing park spaces, specifically in Tiny Lafleur Memorial Park and Rodeo Grounds / Sledding Hill park areas

D.6.2 – Develop additional outdoor passive recreation facilities, playgrounds, and active sports facilities within existing and planned park spaces.



### 7. Develop a Festival and Event Space

- Festival and event spaces were identified as a top outdoor facility request through the community engagement process.
- The community does not have a suitable space for medium and large-scale festivals and events.
- An opportunity exists to develop an outdoor all-season festival and event space in the Tiny Lafleur Memorial Park or Toboggan Hill / Rodeo Ground area. Developing a festival and event space at this location would enable better utilization of these green spaces and help establish these large open spaces as a unique destination for the local community as well as visitors.

#### Recommendation

D.7.1 – Develop an outdoor all-season festival and event space at Tiny Lafleur Memorial Park. Develop support amenities (e.g. stage, power, lighting, landscaping, washroom facilities).

### 8. Outdoor Pool

- An outdoor pool was one of the top outdoor facility requests from the resident survey.
- Carstairs does not currently have an outdoor pool. However, this is in line with comparator communities.
- The Town may want to consider exploring the feasibility of developing an outdoor pool as an option to address aquatic facility needs in the community (in combination with recommendation D.2.1).

#### Recommendation

D.8.1 – Explore the feasibility of developing an outdoor pool.

### 9. Paved Court Spaces

- Paved court spaces were requested through the community engagement process.
- Carstairs currently has one paved court space.

#### Recommendation

D.9.1 – Develop an additional paved court space in the medium to long term as the population grows.

### 10. Downtown Revitalization

- One of the unique features of Carstairs is the existence of Memorial Park in close proximity to downtown.
- At present, there are limited visual clues within downtown to direct pedestrians to Memorial Park.
- An opportunity exists to improve the public realm along key downtown streets and better integrate downtown with Memorial Park. Such integration would help enhance the overall appeal of downtown and Memorial Park area as an all-season destination.
- An opportunity also exists to develop a small-scale family-oriented pocket park or plaza area along 10 Avenue within downtown.

#### Recommendations

D.10.1 – Improve the public realm along key downtown streets and better integrate downtown with Memorial Park.

D.10.2 – Develop a small-scale family-oriented pocket park or plaza area along 10 Avenue within downtown.



## Programming and Service Delivery Priorities

### 11. A Regional Destination for All-Season Family-Oriented Recreation

- Carstairs is attracting young families and experiencing the most population growth of any community in the Mountain View region.
- Carstairs already has many amenities and facilities that would be attractive to family-oriented recreation.
- There is an opportunity to develop more facilities, amenities, programs, and events to position Carstairs as a community of choice for families seeking to recreate together. Developing an anchor event focused on family recreation would help support the community's brand.

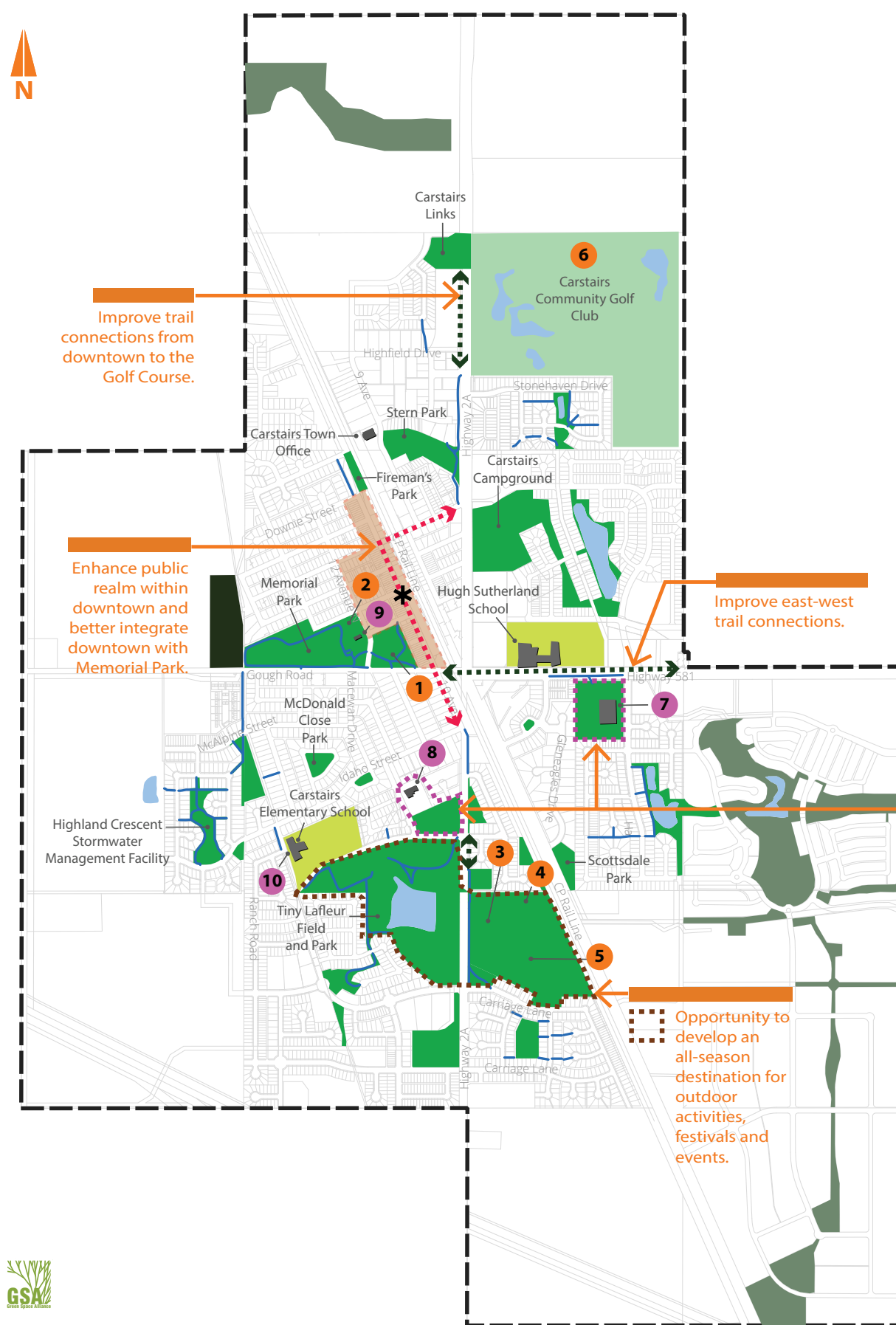
#### Recommendation

D.11.1 – Brand the community as a regional destination for all-season family-oriented recreation.



Figure 23. Community Map of Recreation Assets and Potential Opportunities – Town of Carstairs

### EXISTING COMMUNITY RECREATION ASSETS AND POTENTIAL OPPORTUNITIES



### TOWN OF CARSTAIRS



Paved trails



Public realm improvements



Downtown revitalization



Winter events



Outdoor recreational amenities



Indoor recreational amenities

- Downtown Area
- Waterbody
- Lot Lines
- Existing Trail

#### Existing Parks and Open Spaces

- Public Parks and Open Space
- School Open Space
- Golf Course
- Cemetery

#### Planned Parks and Open Spaces

- Planned Green Space

#### Key Outdoor Recreation Assets

- 1 Skatepark
- 2 Splash Park
- 3 Dog Park
- 4 Rodeo Grounds
- 5 Toboggan Hill
- 6 Community Golf Club

#### Key Indoor Recreation Assets

- 7 Carstairs Memorial Arena
- 8 Community Hall
- 9 Community Curling Rink
- 10 Bob Clark Public Library

#### Potential Opportunities

- Potential public realm improvements
- Opportunity for improved sidewalks / trails
- Potential urban plaza



## E. Village of Cremona

### Indoor Facility Priorities

#### 1. Conduct Facility Condition Assessments

- There are knowledge gaps in terms of the current condition of several important indoor facilities, including the Arena, Curling Club, Community Hall, Municipal Library, and the Gold & Silver Seniors Centre.
- It should be recognized that some of these facilities are not owned and/or operated by the Village. However, they all provide services to meet the recreation needs of residents in Cremona and the region.

#### Recommendation

E.1.1 – Work with facility partners to conduct facility condition assessments and a multi-year facility lifecycle plan for the Arena, Curling Club, Community Hall, Municipal Library, and the Gold & Silver Seniors Centre.

#### 2. Establish a Space for Youth Programming

- A youth centre was one of the top indoor facility requests from the resident survey.
- A youth centre is a facility gap in Cremona.
- Given the size of the community and the costs to build and operate a stand-alone facility, it is not recommended that Cremona builds a youth centre. Instead, it is recommended that the Village works with existing facilities, such as the community hall, to offer programs geared towards youth.

#### Recommendation

E.2.1 – Work with existing facilities, such as the community hall, to offer regular programs geared towards youth.

#### 3. Indoor Walking Track

- A walking track was one of the top indoor facility requests from the resident survey.
- An indoor walking track could be developed as part of a regional MPLC. Another option could be to set up a walking program in the community hall during set times to meet local demand.

#### Recommendations

E.3.1 – Participate in the Study of a Regional Multipurpose Leisure Centre to explore opportunities to address facility priorities in the community including an indoor walking track.

E.3.2 – Explore opportunities to offer walking and other fitness orientated activities in the community hall.

### Outdoor Facility Priorities

#### 4. Skate Park

- A skate park was identified as an outdoor facility request from the resident survey.
- A permanent skate park is scheduled to be built in early Fall of 2021 in Cremona. The skate park will be located adjacent to the local school. This project was supported with funding from the Village of Cremona and Mountain View County.

#### Recommendation

E.4.1 – Complete the development of a permanent skate park.

### 5. Enhance Outdoor Festivals and Events Space

- Festival and event space was identified as an outdoor facility request from the resident survey.
- Cremona does not have an established area for hosting festivals and events.
- Festivals and events have been held at the baseball diamond north of the community hall in the past.
- There is an opportunity to enhance this area to better host festivals and events in the community. Enhancements could include providing access to electricity and adding support amenities such as additional RV parking, a stage, benches, tables, garbage cans, etc.

**Recommendation**  
 E.5.1 – Enhance outdoor festival and event space near the community hall, arena, and curling club.

### 6. Nature Trails Park

- Nature Trails Park is a key outdoor green space in Cremona.
- There is an opportunity to develop additional amenities in this green space including, but not limited to, additional pathways from Railway Avenue to existing nature trails, additional seating, additional lighting, and potentially a small-scale outdoor event space.
- Centre Street connects some of the key indoor recreation facilities in the community such as Cremona Community Hall, Cremona Curling Club and Cremona Community Arena to Nature Trails Park area.
- There is an opportunity to improve the public realm along Centre Street to strengthen pedestrian connectivity between these key community destinations.

**Recommendation**  
 E.6.1 – Add additional amenities to Nature Trails Park such as trails, seating, and lighting.  
 E.6.2. – Improve the public realm along Centre Street.

## Programming and Service Delivery Priorities

### 7. Increase Utilization of Existing Facilities and Alleviate Regional Demand Pressure

- There is capacity to increase utilization of Cremona’s main recreation facilities.
- The Village should work with facility operators to collaborate with regional municipalities and user groups to meet their facility needs and fill gaps in service provision regionally. There may be opportunity to highlight existing capacities to municipal partners through the Regional Recreation Task Force, should the Village choose to participate in this initiative.

**Recommendation**  
 E.7.1 – Increase facility utilization by collaborating with regional municipalities and user groups to book available space in Cremona.



Figure 24. Community Map of Recreation Assets and Potential Opportunities – Village of Cremona

## EXISTING COMMUNITY RECREATION ASSETS AND POTENTIAL OPPORTUNITIES

## VILLAGE OF CREMONA





## F. Town of Didsbury

### Indoor Facility Priorities

#### 1. Complete the Library Expansion Project

- To accommodate growth in demand for library services in the community, the Town of Didsbury and the Didsbury Municipal Library have partnered to expand the existing library facility.
- Expanding the facility will enable the Library to provide new and enhanced programs to meet community needs.
- The plan for expansion includes repurposing the former Town Office space adjacent to the current facility. This will allow the library to maintain its desirable location in Didsbury's downtown core.<sup>48</sup>
- The Didsbury Municipal Library Board recently submitted an application for a Community Facility Enhancement Program grant, which was endorsed by Council. The result of the grant application is anticipated by December 2021.

#### Recommendation

F.1.1 – Continue to support the library expansion project.

#### 2. Participate in the Study of a Regional MPLC to Address Indoor Facility Priorities

- Many of the community's top indoor facilities priorities could be developed as part of a MPLC, including a fitness centre, fieldhouse, indoor track, and indoor playground.
- If a regional MPLC is not feasible, it is recommended the Town determines the feasibility of developing their own indoor facilities.

#### Recommendation

F.2.1 – Participate in the Study of a Regional Multipurpose Leisure Centre to explore opportunities to address facility priorities in the community including a fitness centre, fieldhouse, indoor track, and indoor playground.



### 3. Enhance the Aquatic Centre

- The Didsbury Aquatic Centre is a well-used recreation facility in the community. The facility is getting close to capacity, but there is still some room to add programming.
- The facility has limited leisure elements and its capacity to host meets and expand programming is constrained by the size of the main swimming tank, in addition to a lack of dryland space and seating/viewing space.
- Aquatic facility upgrades were identified as one of the top requests from the engagement process.

**Recommendation**  
 F.3.1 – Enhance the aquatic facility with more leisure elements and consider increasing seating capacity.

### 4. Develop a Youth Centre

- Developing a youth centre was identified as one of the top requests from the resident survey.
- Didsbury’s population is aging and more could be done to attract families.

**Recommendation**  
 F.4.1 – Develop a youth centre in the short to medium term. Options to repurpose an existing space or develop a new space into a youth centre should be explored.

### 5. Enhance the Change Rooms at the Arena

- The change rooms at the arena have several deficiencies, including a lack of space, amenities with limited functionality, and small dressing rooms for females that are further removed from the ice surface than the other change rooms.

**Recommendation**  
 F.5.1 – Enhance the change rooms in the arena to address deficiencies.

### 6. Arts and Culture Space

- An opportunity exists to develop an Arts and Culture Precinct within downtown and surrounding area, which may integrate various existing assets in the community such as Didsbury Municipal Library, Didsbury and District Museum, heritage buildings in downtown and redeveloped Memorial Complex.

**Recommendation**  
 F.6.1 – Develop an Arts and Culture Precinct within the downtown. Add additional arts and culture space and connect with the historic assets of the downtown.

## Outdoor Facility Priorities

### 7. Expand the Local Trail System and Improve Connectivity

- Trails were the top outdoor facility request from the resident survey.
- Community members spoke of expanding and improving the connectivity of the existing system including developing more paved, granular, and groomed X-country trails.
- An opportunity exists to improve connectivity and develop wider sidewalks along key streets and additional trails within existing green spaces, which may help establish a broader loop of interconnected trails and walkways (see Figure 25).

**Recommendations**  
 F.7.1 – Develop additional paved, granular and groom X-country trails within existing and planned park spaces.  
 F.7.2 – Improve connectivity within the trail system.  
 F.7.3 – Develop a trails master plan.

**8. Move the Dog Park to a New Location and Expand It**

- An enhanced dog park was one of the top outdoor facility requests stemming from the engagement process. Participants would like to see an expanded dog park with enhanced amenities.
- The current dog park located next to the Memorial Complex does not meet the community’s expectations. It is a small area and lacks amenities.

**Recommendation**  
 F.8.1 – Move the current dog park to a new location that would allow for expansion and the inclusion of amenities, such as trails, benches, and attractive landscaping. See Figure 25 for a potential location.

**9. Continue Implementation of the Memorial Complex Outlying Plan**

- In 2016, the Town developed an Outlying Plan for the outdoor areas immediately adjacent to the Memorial Complex. The plan recommended new and enhanced outdoor recreation amenities, including a permanent skatepark, adventure playground, basketball court, beach volleyball court, tennis/pickleball courts, fitness equipment, picnic areas, misting area, washrooms, outdoor hockey rink, Japanese garden, sledding hill, expanded patio spaces, and additional parking.
- The Town is currently implementing the 2016 Outlying Plan for the Memorial Complex. A permanent skatepark and a new playground are being installed. Construction of these amenities is scheduled to be completed in the Fall of 2021.
- The Town is planning to develop some of the remaining components of the Outlying Plan from 2023 to 2025.

**Recommendation**  
 F.9.1 – Continue implementation of the 2016 Outlying Plan. Consider moving the ball diamond to another location to free up space for amenities that will better support spontaneous and year-round use of the area.

**10. Develop a Spray Park**

- A spray park was one of the top outdoor facility requests from the resident survey.
- The community does not have a spray park, so there is a gap in provision.
- Didsbury is behind comparable communities in the provision of spray parks.

**Recommendation**  
 F.10.1 – Develop a spray park. Consider incorporating it as part of the Memorial Complex Outlying Plan.

**11. Enhance Public Parks**

- Public parks and playgrounds were one of the top outdoor facility requests from the resident survey.
- Existing amenities in the majority of parks in Didsbury are aging and lack contemporary facilities.
- There is an opportunity to revitalize existing park spaces to provide new amenities including, but not limited to, new internal pathways, new seating areas, new pedestrian-oriented lights, new playground equipment, additional waste receptacles, new signage, and other similar amenities. The exact list of new amenities and facilities for each park space should be established through park-specific consultation with local stakeholders.
- Accessibility appeared to be a growth area in some local parks. For example, pavement was not extended from paved trails to amenities, such as tables, benches, and garbage bins.

**Recommendations**  
 F.11.1 – Revitalize existing park spaces to provide new amenities.  
 F.11.2 – Develop accessibility policies for parks and outdoor spaces and take steps to enhance accessibility.

**12. Resurface Tennis/Pickleball Courts**

- Improvements to the tennis/pickleball courts were requested through the community engagement process.
- Participants requested resurfacing of the existing courts. Youth also indicated that the location of the courts makes them somewhat difficult to access.

**Recommendation**  
 F.12.1 – Resurface the existing tennis/pickleball courts. Prior to resurfacing, the Town should consider the feasibility of moving the courts to a more accessible location.

**13. Add a Ball Diamond**

- An additional ball diamond was requested through the community engagement process.
- Didsbury is behind comparator communities in the provision of baseball diamonds.

**Recommendation**  
 F.13.1 – Develop one additional ball diamond in the short to medium term.

**14. Downtown Revitalization**

- 20 Avenue is one of the key corridors in Didsbury connecting the eastern entrance of the Town to downtown and eventually to Didsbury Golf Course. 20 Avenue acts as an entrance corridor to downtown.
- Opportunities exist to further enhance the pedestrian experience along this key corridor by providing additional public realm and wayfinding signage.
- The existence of several heritage buildings is one of the key assets of Didsbury’s downtown.

**Recommendation**  
 F.14.1 – Develop a new small-scale pocket park or plaza space along 20 Street. Such space may be designed to complement the architectural heritage of the Town and help attract citizens and tourists to downtown for special events.

**Programming and Service Delivery Priorities**

**15. A Regional Destination for Arts and Culture**

- Didsbury is well known for its strong connections to arts and culture. Community members value opportunities to engage in artistic and cultural pursuits. The community hosts engaging events related to arts and culture, such as Days of Yore, Mountain View Arts Festival, and the Didsbury & District Art, Travel and Trade Expo, and supports a successful music school.
- Didsbury’s historical downtown has also attracted major movie and television productions to film in the community. Examples include Fargo, Let Him Go, and Wynonna Earp.

**Recommendation**  
 F.15.1 – Seek to brand the community as a regional destination for arts and culture. The brand should be supported with programming, marketing, celebration, and other investments that would support this vision.  
 F.15.2 – Develop a Cultural Master Plan. It is envisioned the plan would incorporate strategies to attract residents and visitors.

**16. Expand Program Offerings**

- Lack of programs was identified as the top barrier to increased participation in parks, recreation and culture offerings in the resident survey. The resident survey also identified low satisfaction with existing indoor and outdoor recreation programs.
- Adding a recreation programmer could help increase facility utilization, drive revenue, and meet service needs. If budgetary concerns are an issue, Didsbury may want to consider approaching regional partners to share a position.

**Recommendation**

F.16.1 – Hire a Recreation Programmer and expand the Town’s provision of recreation programs.

**17. Improve Signage and Wayfinding**

- The Town’s main recreation assets can be challenging to find for new residents and visitors. Tags on Google Maps are missing, the community map is missing key recreation amenities (e.g. sports fields, Memorial Park), and there is a lack of signage overall.

**Recommendations**

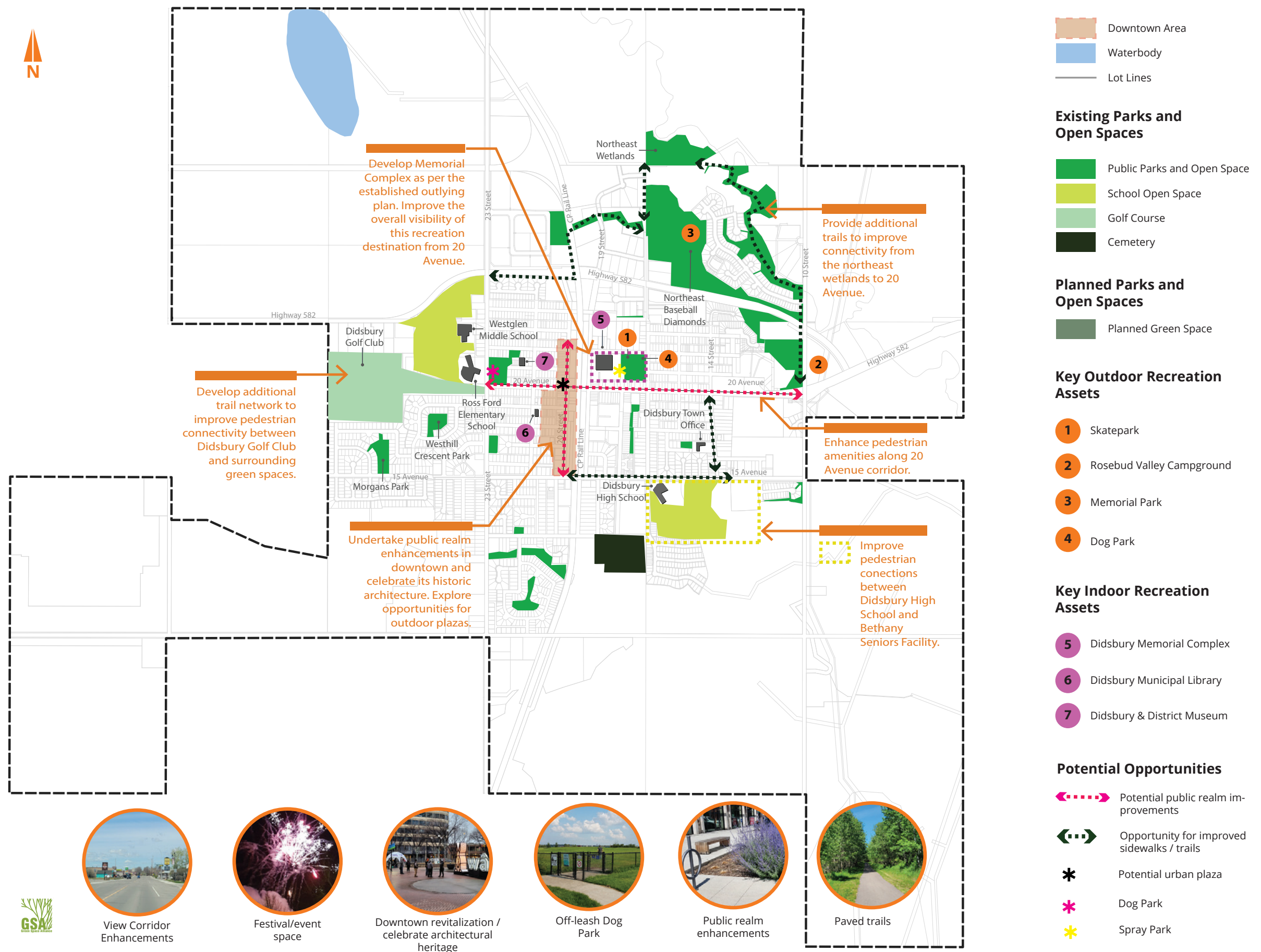
F.17.1 – Develop a signage and wayfinding program that considers both digital and traditional opportunities for enhancement.

F.17.2 – Enhance the celebration of key recreation amenities with creative and attractive signage at key entry points to the community and the amenities themselves.



Figure 25. Community Map of Recreation Assets and Potential Opportunities – Town of Didsbury

### EXISTING COMMUNITY RECREATION ASSETS AND POTENTIAL OPPORTUNITIES



# G. Mountain View County

## Indoor Facility Priorities

### 1. Participate in the Study of a Regional MPLC to Address Indoor Facility Priorities

- As described earlier, many of the region’s top indoor facility priorities could be addressed as part of a regional MPLC that would be accessible to all residents in the region. If the County partners on such a facility it may be a way to maximize resources and service to County residents.

**Recommendation**

G.1.1 – Participate in the Study of a Regional Multipurpose Leisure Centre to explore opportunities to address facility priorities in the County including a fieldhouse, indoor track, indoor playground, ice surface, and a fitness centre.

### 2. Condition Assessments for Community Halls

- The main indoor service offering within the County borders is community halls, which are spread throughout the County serving local populations.
- There is a need to better understand the current condition of halls in order to plan appropriately for the future.

**Recommendation**

G.2.1 – Encourage Community Associations to conduct facility condition assessments and develop facility lifecycle plans for their Community Halls.

### 3. Heritage Assessments

- The County has strong connections to its heritage and some buildings are over 100 years old.
- In order to maintain the connection with the past and preserve local history, the County may want to undertake a Heritage Assessment. The assessment

would help officials better understand which buildings and landscapes strongly represent the areas heritage. This understanding will help inform future planning and investment.

**Recommendations**

G.3.1 – Determine the feasibility of undertaking a Heritage Assessment to better understand which buildings and landscapes strongly represent the area’s heritage.

G.3.2 – Consider developing a Heritage Management and Activation Plan, based on the findings of the Heritage Assessment.

## Outdoor Facility Priorities

### 4. Develop a Regional Trail

- Trails were the top outdoor facility request from the resident survey.
- There is a lack of trail connectivity between communities and between recreational amenities in the County.

**Recommendation**

G.4.1 – Determine the feasibility of developing a regional trail that would seek to improve connectivity between communities and between recreation amenities in the County (see Figure 26).

### 5. Expand Provision of Day Use Areas and Water Access

- There is demand for more public park spaces and outdoor recreation areas in the region.
- Although there are some attractive parks in Mountain View County, such as the William J. Bagnall Wilderness Park, overall, there is a lack of supply of these types of assets – especially those that have water (and particularly river) access.

**Recommendation**

G.5.1 – Determine the feasibility of developing additional public day use areas and water/river access points in the County.

## 6. Outdoor Rinks

- Outdoor rinks were a top outdoor facility request from the resident survey.
- MVC has only one outdoor rink and is behind comparator jurisdictions in terms of its provision of this facility.
- Several urban communities in the region offer this amenity and it is not anticipated that the County would directly develop more of these. There is an opportunity for the County to work with urban partners to further invest in these facilities.

### Recommendation

G.6.1 – Consider working with municipal partners to expand provision of outdoor rinks and increase access for County residents.

## 7. Tennis/Pickleball Courts

- Tennis/pickleball courts were a top outdoor facility request from the resident survey.
- This is a facility gap in MVC. However, several urban communities in the region offer this amenity and it is not anticipated that the County would directly develop these. There is an opportunity for the County to work with urban partners to further invest in these facilities.

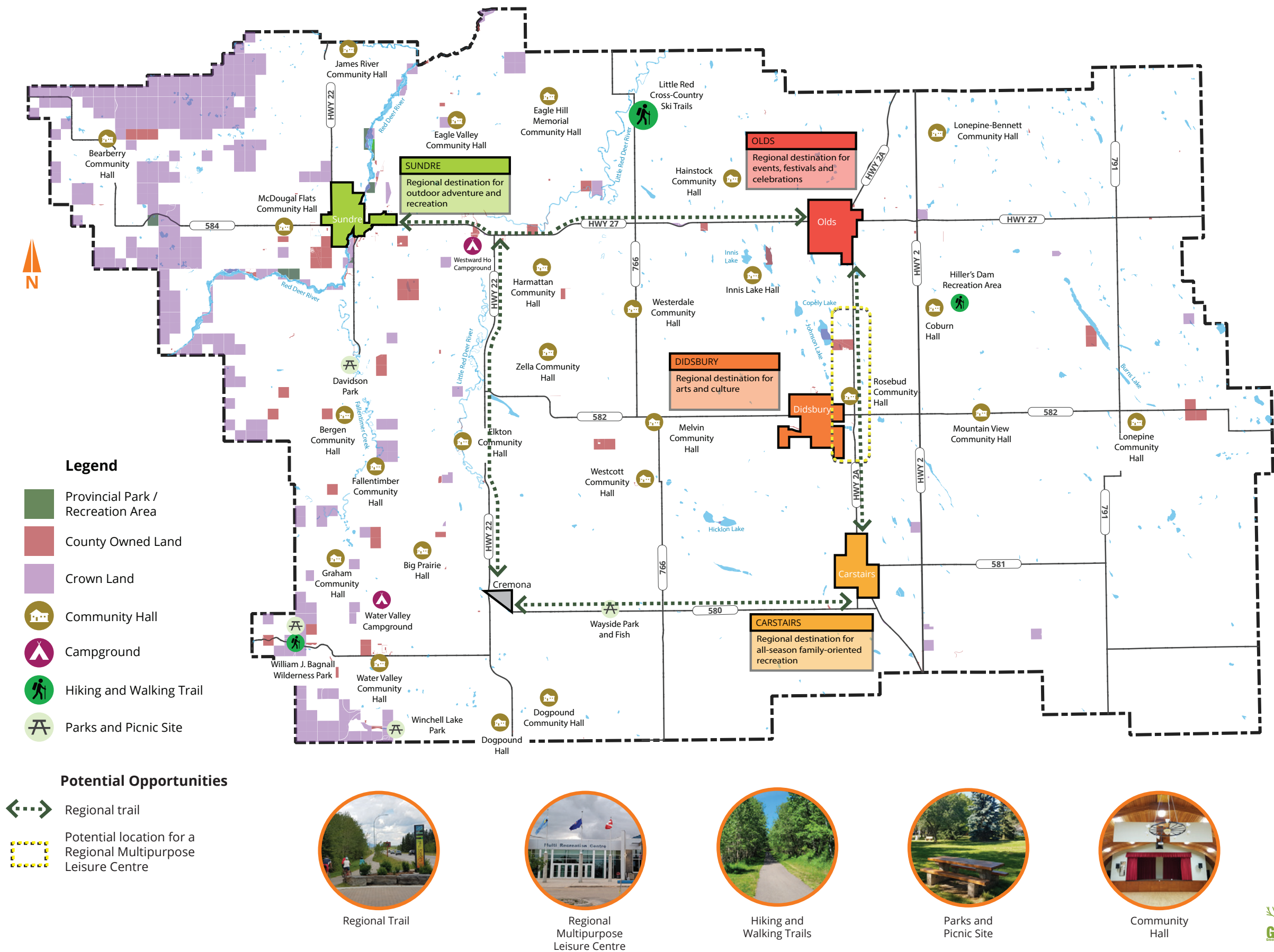
### Recommendation

G.7.1 – Consider working with municipal partners to expand provision of tennis/pickleball courts and increase access for County residents.



Figure 26. Community Map of Recreation Assets and Potential Opportunities – Mountain View County

**EXISTING COMMUNITY RECREATION ASSETS AND POTENTIAL OPPORTUNITIES MOUNTAIN VIEW COUNTY**





# H. Town of Olds

## Indoor Facility Priorities

### 1. Participate in the Study of a Regional MPLC to Address Indoor Facility Priorities

- Many of the community’s top indoor facilities priorities could be developed as part of a MPLC, including a fieldhouse, indoor playground, climbing wall, ice sheet, gymnastics, and multipurpose space.

#### Recommendation

H.1.1 – Participate in the Study of a Regional Multipurpose Leisure Centre to explore opportunities to address facility priorities in the Town including a fieldhouse, indoor playground, climbing wall, ice sheet, gymnastics, and multipurpose space.

### 2. Olds Regional Exhibition Lands

- The Olds Regional Exhibition (ORE) is currently situated on 60 acres of land in the heart of the Town of Olds. The ORE lands are adjacent to significant recreation and park assets, such as the Sportsplex, Centennial Park, O.R. Hedges Lions Campground, and baseball diamonds.
- The activities and events hosted at the ORE can, in some instances, lack compatibility with the uses of the surrounding areas, which include residential areas and community recreation assets.
- The current ORE lands have great potential for future recreation, parks and culture facility development. Given the location of the lands, there is also high potential for commercial development that could help generate revenue and offset costs.
- The ORE is receptive to the idea of potentially relocating the Exhibition outside the Town of Olds if it is financially feasible to do so.

#### Recommendation

H.2.1 – Conduct a feasibility study that would identify the feasibility of relocating some (or all) of the ORE operations to another location outside of Town and acquiring some of these lands for community uses.

### 3. Develop a Gymnastics Facility

- The Olds Gymnastics Club and the Carstairs Gymnastics Club recently voted to merge their organizations. Programs will now be run in both Olds and Carstairs and their total combined membership will be over 400 participants.
- Future growth of gymnastics is limited by a lack of space.
- Gymnastics is the only sport group in the community of comparable size that does not have access to municipally supported facility space.

#### Recommendation

H.3.1 – Develop a gymnastics facility either as part of a regional MPLC, repurposing of existing space or development of a stand-alone facility.

### 4. Improve Accessibility at the Sportsplex

- There is a lack of accessibility at the Olds Sportsplex. Persons with reduced mobility are faced with significant challenges to enter/exit and transport themselves throughout the facility.
- There is a lack of change rooms at the facility and some of the existing rooms would greatly benefit from enhancements. For example, the women’s change rooms do not have washrooms or a shower.
- Seating is another barrier to the Sportsplex being fully enjoyed by patrons. Seating at the main ice sheet is narrow, and there is very limited seating available at the second ice sheet.
- Facility staff and user groups identified a lack of storage and program space at the Sportsplex. This causes logistical challenges to both groups as they manage the facility, allocate space, and run programs.
- Should the Town acquire adjacent lands at the ORE, there may be an opportunity to consider expanding the Sportsplex to accommodate enhancements.

**Recommendations**

H.4.1 – Conduct an Accessibility Audit of the Sportsplex as well as a program analysis and take steps to enhance the facility.

H.4.2 – Consider the needs of the Sportsplex when assessing the feasibility of ORE relocation.

- The town has allocated \$100,000 in capital funding for the trail network in 2021. An additional \$155,000 is allocated for wayfinding improvements.

**Recommendations**

H.6.1 – Develop additional paved, granular, and groomed X-country trails within existing and planned park spaces.

H.6.2 – Improve connectivity within the trail system.

H.6.3 – Continue implementation of the Town’s trails master plan including updating the plan in 2023.

**5. Enhance Leisure Elements at the Aquatic Centre**

- Aquatic facility enhancements were one of the top requests from the community during the engagement process. Requested enhancements focused on expanding the number of leisure elements (e.g. spray elements, rope swing, sauna/steam room, hot tub).
- The aquatic facility currently has limited leisure elements and a small leisure tank.
- Stakeholders discussed a desire for improvements to expand the capacity of the facility to host swim meets. Better seating and viewing areas were requested.

**7. Continue Investment in Public Parks**

- New or improved public parks was one of the top outdoor facility requests from the resident survey.
- Olds has a strong supply of public park spaces and Centennial Park is an excellent community asset.
- There is an opportunity for improvement in terms of increasing the amount of vegetation in parks and improving the accessibility of outdoor spaces.

**Recommendations**

H.5.1 – Explore the opportunity to expand the leisure elements of the Aquatic Centre.

H.5.2 – Assess the feasibility of improving the hosting capacity of the Aquatic Centre for competitions and events by expanding seating and viewing areas.

**Recommendation**

H.7.1 – Continue to prioritize public parks in ongoing operations and future land development.

**Outdoor Facility Priorities**

**6. Expand the Local Trail System and Improve Connectivity**

- Trails were the top outdoor facility request from the resident survey.
- Community members often spoke of expanding and improving the connectivity of the existing system.
- There is an opportunity to develop more paved, groomed X-country and granular trails as well as improve connectivity within the trail system. Especially along key transportation corridors and between recreation amenities (see Figure 27).

**8. Develop New Tennis/Pickleball Courts**

- Tennis/pickleball courts were one of the top outdoor facility requests from the resident survey.
- Olds College has three tennis/pickleball courts. However, they are not well utilized by the community, and they are in poor condition. Additionally, the courts are fully utilized for several weeks in the summer as part of basketball camps held at the Community Learning Campus.

**Recommendation**

H.8.1 – Develop new tennis/pickleball courts at an accessible, Town-owned location.

**9. Outdoor Rinks**

- The Town of Olds recently ran a pilot program where eight unboarded outdoor rinks were set up throughout the community. The response from the community was positive.
- Outdoor rinks were a top outdoor facility request from the community engagement process. Participants wanted to see boarded rinks with enhanced amenities (e.g. lights, nets, shelters).

**Recommendation**

H.9.1 – Continue the outdoor rink program and seek to formalize select outdoor rinks with boards, lighting, nets, and shelters. Ensure some surfaces are designated for leisure skating only.

**10. Develop a Sledding Hill**

- Sledding hills were a top outdoor facility request from the resident survey.
- Olds does not have a sledding hill and is behind comparator communities in its provision of this amenity.
- The Town has dedicated \$50,000 in capital funding for a sledding hill in 2021.

**Recommendation**

H.10.1 – Follow through on the Town’s plan to develop a sledding hill in the short term.

**11. Enhance Existing Dog Park**

- The existing dog park is located along Highway 27 to the west of town and it is well used.
- The park is a large open field with limited amenities on site that could benefit from enhancements such as formalized trails, benches and tables, waste bins, and play/agility structures for dogs.

**Recommendation**

H.11.1 – Enhance the dog park with additional benches, tables, waste bins, trails, and other applicable amenities.

**12. Paved Court Spaces**

- Paved court spaces were requested by the community through the engagement process.
- Olds is behind comparators in its provision of paved court spaces.

**Recommendation**

H.12.1 – Add one additional paved court space in the short/medium term and others as demand grows.

**13. Uptowne**

- One of the key assets of Uptowne in Olds is its historic main street along 50<sup>th</sup> Avenue. The presence of small-scale historic buildings, continuous commercial frontage, angled parking and recently implemented public realm improvements make it a unique pedestrian destination.
- There is an opportunity to develop a small-scale plaza or pocket park along 50<sup>th</sup> Avenue to provide opportunities for outdoor gatherings and events.
- The area could also benefit from better integration of Uptowne with Centennial Park, Olds Regional Exhibition Grounds and O.R. Hedges Park and Campground by installing enhanced wayfinding signage and providing better visual clues through additional public realm improvements along 50<sup>th</sup> Avenue.
- An opportunity also exists to better connect Uptowne with Olds College and Highway 27 corridor by undertaking public realm enhancements along 50<sup>th</sup> Street.
- The Town of Olds is currently implementing a wayfinding plan for vehicular and pedestrian traffic.

**Recommendation**

H.13.1 – Consider developing a small-scale plaza or pocket park along 50<sup>th</sup> Avenue and better integrating Uptowne with other amenities through signage and wayfinding.

**14. O.R. Hedges Park and Potential Recreational Open Space**

- The Open Space and Trails Master Plan for the Town of Olds identifies the triangular parcel located immediately south of O.R. Hedges Park as an opportunity for a future community park. An opportunity exists to develop a wide range of year-round outdoor amenities on this parcel.

**Recommendation**

H.14.1 – Review the opportunity to develop a wide range of year-round outdoor amenities at O.R. Hedges Park and the Potential Recreational Open Space.

**15. Highway 27 Corridor**

- The Highway 27 corridor is the main commercial artery within the Town with commercial, industrial, and residential frontages.
- A continuous pedestrian connection exists along this corridor in the form of sidewalks and separated trails within recently developed commercial and industrial area frontages.
- An opportunity exists to provide additional pedestrian-oriented amenities along this corridor for an improved pedestrian experience.
- The Town may want to explore the feasibility of extending trails within the Cornerstone Commercial area westward to provide a pedestrian connection to the dog park. Partnerships with private landowners may be required to establish such trail connections as a condition of future development.

**Recommendations**

H.15.1 – Provide additional pedestrian-oriented amenities along the Highway 27 corridor for an improved pedestrian experience.

H.15.2 – Explore the feasibility of extending trails within the Cornerstone Commercial area westward to provide a pedestrian connection to the dog park.

**Programming and Service Delivery Priorities**

**16. Further Promote the Town as a Regional Destination for Events, Festivals and Celebrations**

- The Town of Olds has seen success in attracting and hosting a wide variety of sport, agricultural, music, culinary, cultural, and business events.
- The community’s event hosting capacity is supported by Town-owned facilities, as well as facilities at Olds College and the Olds Regional Exhibition.
- The Town could further enhance its brand by promoting itself as a regional destination for events, festivals, and celebrations. The brand should be supported with programming, marketing, and other investments that would support this vision.
- Developing a Festival and Event Strategy would provide important direction regarding the future vision for events, target markets, management and attraction of events. The strategy should also clearly identify which events primarily focus on residents and which focus on visitors.

**Recommendations**

H.16.1 – Further enhance the Town brand by promoting it as a regional destination for events, festivals, and celebrations.

H.16.2 – Develop a festival and events strategy.

**17. Community Learning Campus**

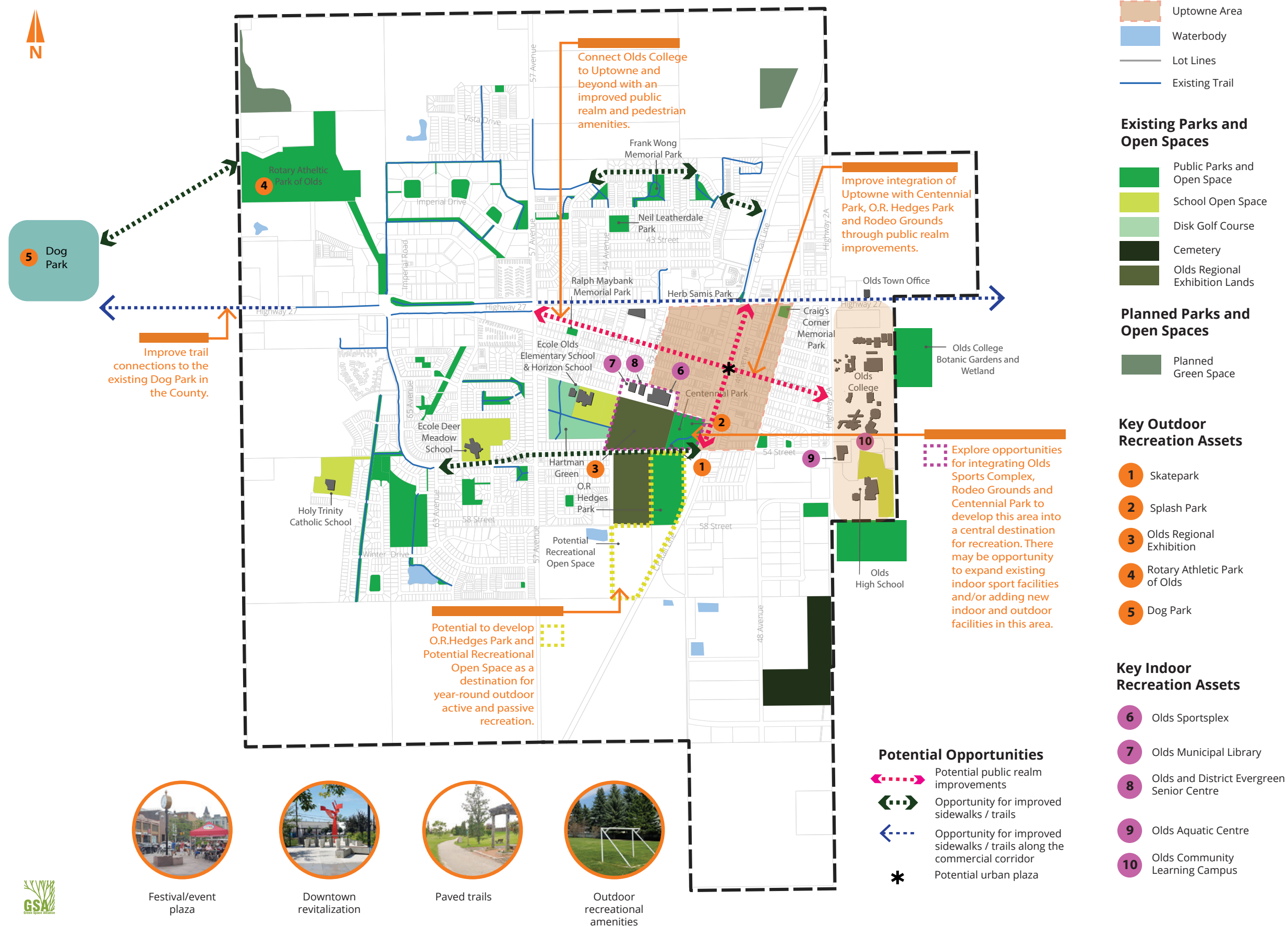
- The Community Learning Campus (CLC) reported ongoing challenges regarding the upkeep and maintenance of their facilities.
- CLC facilities serve residents of Olds and the surrounding region. However, there may be opportunities to encourage a higher degree of public access in some of the facilities.
- The CLC reported difficulties achieving adequate utilization and cost recovery at the Fine Arts and MultiMedia Centre. This facility is a high-quality space with excellent performance infrastructure and equipment that can support a wide variety of cultural activities. Some groups reported difficulty accessing this space due to its perceived high rental costs.

**Recommendation**

H.17.1 – Collaborate with the CLC on an Operational Sustainability Plan for community assets. Consider further investment for those assets that demonstrate enhanced public access for residents of Olds.

Figure 27. Community Map of Recreation Assets and Potential Opportunities – Town of Olds

### EXISTING COMMUNITY RECREATION ASSETS AND POTENTIAL OPPORTUNITIES



# I. Town of Sundre

## Indoor Facility Priorities

### 1. Replace the Sundre Arena

- Arena upgrades were one of the top indoor facility requests from the resident survey.
- A significant percentage of respondents to the Greenwood Neighbourhood Place community survey (2021) indicated a need for “some” or “major” improvements to the arena.
- The 2016 Property Inspection identified significant deficiencies throughout the building.
- The 2009 Regional Recreation Master Plan recommended replacement of the arena.
- The Town completed a condition assessment in 2020. This report was not made available to the consultant team.

#### Recommendation

I.1.1 – Replace the existing arena in Sundre or consider contributing to a new ice surface at a regional MPLC to fill the gap.

### 2. Complete the Youth Centre Development Project

- A youth centre was one of the top requests from the community engagement process.
- The Town has already identified an existing space in the downtown area that will be repurposed into a new youth centre. The youth centre is scheduled to open its doors in September, 2021.

#### Recommendation

I.2.1 – Follow through on the development of a youth centre and ensure the facility is supported with ongoing programming.

### 3. Review Operational Models for the Sundre and District Aquaplex, Sundre & District Curling Club, and Sundre Arts Development Centre

- The Aquaplex is a core recreation amenity that is strongly valued by the community.
- The Aquaplex is run by a non-profit organization and relies heavily on volunteers, including for key positions such as facility maintenance.
- The facility is struggling to maintain operational sustainability. Volunteers are burning out and there is high turnover among staff and volunteers. This is impacting programs, revenue generation, and facility maintenance.
- The Curling Club and the Arts Development Centre are both run by non-profit organizations and rely on volunteers to govern and manage the operations of their respective facilities.

#### Recommendation

I.3.1 – Encourage the Sundre & District Aquatic Society to conduct an Operational Review of the Aquaplex to determine a sustainable model for the future operation of this facility.

I.3.2 – Encourage the Sundre & District Curling Club to conduct an Operational Review of the curling rink to determine a sustainable model for the future operation of this facility.

I.3.3 – Encourage the Sundre & District Allied Arts Society to conduct an Operational Review of the Arts Development Centre to determine a sustainable model for the future operation of this facility.

### 4. Participate in the Study of a Regional MPLC to Address Indoor Facility Priorities

- Several of the community’s top indoor facility priorities could be developed as part of a MPLC, including an indoor track, climbing wall, and potentially an ice arena.
- Transportation options to a regional MPLC, potentially through the Sundre Community Van, could be explored to reduce potential transportation barriers.

#### Recommendation

I.4.1 – Participate in the Study of a Regional Multipurpose Leisure Centre to explore opportunities to address facility priorities in the Town including an indoor track, climbing wall, and potentially an ice arena.

I.4.2 – Explore transportation options to a regional MPLC.

**5. Conduct Facility Condition Assessments**

- There are knowledge gaps in terms of the current condition of several important indoor facilities, including the Arena, Aquaplex, Curling Rink, Arts Development Centre, and Municipal Library.
- It should be recognized that some of these facilities are not owned and/or operated by the Town. However, they all provide services to meet the recreation needs of residents in Sundre and the region.

**Recommendation**  
 I.5.1 – Work with facility partners to conduct facility condition assessments and develop lifecycle plans for the Aquaplex, Curling Rink, Arts Development Centre, and Municipal Library.

**Outdoor Facility Priorities**

**6. Expand the Trail System, Improve Connectivity, and Continue Implementation of the 2018 Parks, Open Space and Trails Plan**

- Trails were the top outdoor facility request from the resident survey. Respondents to the Greenwood Neighbourhood Place survey also requested more trails.
- Respondents would like to see more paved, granular, motorized, and groomed X-country trails. Asphaltting the trails along the riverside was mentioned as an opportunity.
- There is an opportunity to improve connectivity within the trail system. Especially along key transportation corridors and between recreation amenities, such as golf courses, indoor facilities, the passive recreation area, and the river valley (see Figure 28).
- The Town could consider revitalization of key pedestrian areas, such as Centre Street, to further support the development of the community’s trail system. The Town may also want to explore developing some pedestrian-only trails.

**Recommendations**  
 I.6.1 – Develop more paved, granular, motorized, and groomed X-country trails and improve connectivity within the trail system.  
 I.6.2 – Continue implementation of the 2018 Parks, Open Space and Trails Plan including updating this plan in 2028.

**7. Develop a Dog Park**

- A dog park was one of the top outdoor facility requests from the resident survey and this is a facility gap in Sundre.
- A dog park is included in the Town’s capital plan (scheduled for development in 2026).
- A potential location is described in Figure 28.

**Recommendation**  
 I.7.1 – Develop a dog park in the short term.

**8. Formalize and Enhance a Sledding Hill in the Snake Hill Recreation Area**

- There are no formalized and easily accessible sledding hills in Sundre.
- The central open space in the Snake Hill Recreation Area is well suited to become a sledding hill (see Figure 28). There is an opportunity for the Town to formalize this area as a sledding hill through better maintenance, enhancements of slopes for age appropriate sledding, and signage.
- Consider adding a tow rope to the sledding hill to improve its usability.
- Consider adding public washroom(s) to the upper parking lot at Snake Hill.
- The Town could benefit from improving pedestrian access to the Snake Hill Recreation Area from Sundre High School and rodeo grounds. An opportunity exists to develop an entrance plaza or a gateway feature within the rodeo grounds. In addition, the Town should explore the feasibility of developing a stairway from the entrance plaza.
- Implementation Consideration - The stability of the south aspect slope is unclear. Further study is needed from an engineering standpoint to determine the feasibility of developing this area of Snake Hill.

**Recommendations**  
 I.8.1 – Formalize and improve the Snake Hill Recreation Area as a sledding hill through better maintenance, development of slopes for age appropriate sledding, fire pit, other winter amenities and signage.  
 I.8.2 – Improve pedestrian access to the Snake Hill Recreation Area. Develop an entrance plaza and explore the feasibility of adding a stairway.

**9. Expand River Access and Celebrate the River**

- The river is a key feature in Sundre yet there are no formalized river access points and celebration of the river is lacking.
- The Plaza in Greenwood Campground is attractive, but more could be done to invite use from residents and visitors, including more promotion and welcoming signage to encourage use.
- Residents and visitors would benefit from additional river access points and enhanced entrances to existing river access points in Town. Features may include wayfinding signage, gateway features, seating areas and enhanced landscaping to establish a sense of place and orientation at those locations.

**Recommendations**

I.9.1 – Invite use from residents and visitors to the Plaza in Greenwood Campground including more promotion and welcoming signage.

I.9.2 – Add an additional river access point and day use area.

**10. Seek to Add Year-round, Public Recreation Amenities to the Passive Recreation Area**

- The Town is currently developing a plan to create a passive recreation area out of a newly acquired plot of land on the east side of Sundre (see Figure 28). The plan is still in draft form, but the primary amenity is expected to be a campground.
- The draft plan includes space allocations for public use amenities. There is opportunity to develop amenities that will promote year-round recreational activity from residents and visitors.

**Recommendations**

I.10.1 – Consider developing trails, trail connections, and day use amenities such as tables, fire pits, and shelters at the new Passive Recreation Area.

I.10.2 – Ensure the Passive Recreation Area provides tourist-oriented amenities by complementing the existing tourism assets in the surrounding area.

**11. Develop a Spray Park**

- A spray park was identified as a top outdoor facility request in the master plan resident survey and the recent community survey conducted by Greenwood Neighbourhood Place and this is a facility gap in Sundre.
- Sundre is behind comparator communities in the provision of a spray park.

**Recommendation**

I.11.1 – Develop a spray park. Consider locating this amenity adjacent to existing indoor and outdoor facilities in order to further position the area as a recreation destination.

**12. Develop a Bike Park**

- A bike park was one of the top outdoor facility requests from the resident survey and this is a facility gap in Sundre.
- A bike park would align well with the community’s interest in outdoor recreation and would further position Sundre as a regional destination for outdoor adventure, tourism, and recreation.
- Consider locating the bike park adjacent to existing indoor and outdoor facilities in order to further position the area as a recreation destination.

**Recommendation**

I.12.1 – Develop a bike park. Complete a study to determine the location, program, and scope of the facility.

**13. Enhance the Outdoor Rink**

- Sundre maintains one outdoor rink during the winter season.
- Some participants in the engagement process expressed low satisfaction with the outdoor rink, particularly in terms of the lack of boards and lighting.
- Greenwood Neighbourhood Place’s community survey identified a large outdoor recreation skating rink as a request from the community.

**Recommendation**

I.13.1 – Enhance amenities at the outdoor rink.



## Programming and Service Delivery Priorities

### 14. Further Position Sundre as a Regional Destination for Outdoor Adventure and Recreation

- Sundre and the areas surrounding the community are well known in many parts of Alberta as a compelling destination to engage in a variety of outdoor recreational pursuits.
- Sundre attracts thousands of visitors every year seeking to camp/RV, ride mountain bikes and off-highway vehicles, hike trails on foot or horseback, raft and kayak rivers, and much more.
- The Town is well positioned to expand its efforts to brand itself as a regional destination for outdoor adventure and recreation. One of the ways it can do that is to encourage development of an anchor adventure sport competition in Sundre. The Town may consider taking the lead in developing such an event, or attract a third-party event producer to host the event.
- The Town should consider combining outdoor recreation amenities to develop an Adventure Park to encourage use from residents and visitors. Amenities that might be included in such a park would include a destination bike park, outdoor climbing wall, and obstacle courses.
- The Town should complete a stand alone tourism strategy and/or work with regional partners to complete one.

#### Recommendations

I.14.1 – Further expand efforts to brand the community as a regional destination for outdoor adventure and recreation.

I.14.2 – Develop an anchor adventure sport competition in Sundre.

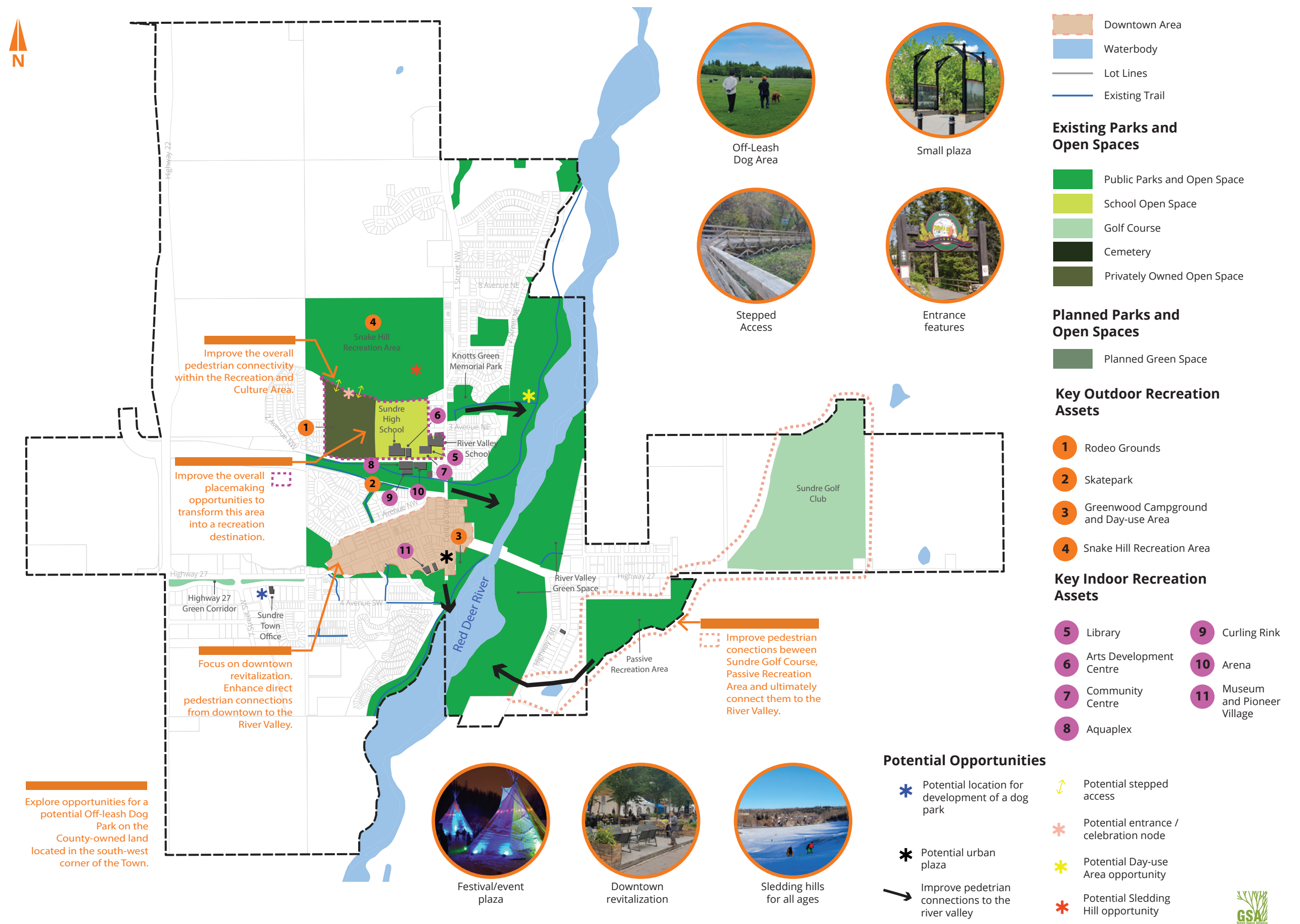
I.14.3 – Combine outdoor recreation amenities to develop an Adventure Park that would encourage use from residents and visitors.

I.14.4 – Complete a tourism strategy.



Figure 28. Community Map of Recreation Assets and Potential Opportunities – Town of Sundre

**EXISTING COMMUNITY RECREATION ASSETS AND POTENTIAL OPPORTUNITIES**





8

# Conclusion



## Conclusion

The Master Plan puts forward a strategic direction that will guide the municipal partners toward their vision to ensure all community members have the opportunity to enjoy the benefits of parks, recreation and culture.

Implementation of the Master Plan will require sustained investment and collaborative effort from the municipal partners, local and regional community organizations, funding partners, and communities in the region. This investment will enhance the parks, recreation and culture systems operating in the region and significantly contribute to meeting the current needs of community members, while also supporting future growth.

9

Appendices



## APPENDIX A: Overview of Research

The following is a summary of the research and engagement activities undertaken.

### Meetings Conducted:

#### a. Committee Project Meetings

Dates: throughout project  
Purpose: Project management and input.

#### b. Public and Stakeholder Engagement Sessions (two for each municipal partner)

Purpose: Gather input from residents and stakeholders.

Carstairs: April 7, 2021 (one unattended)  
Cremona: April 21, 2021 (both unattended)  
Didsbury: April 13, 2021  
MVC: April 8, 2021  
Olds: April 14, 2021  
Sundre: April 20, 2021

#### c. Youth Engagement Sessions

Purpose: Gather input from youth.  
Didsbury: April 26, 2021  
Olds: April 9, 2021  
Sundre: April 15 and 16, 2021

#### d. Council Input Workshops

Purpose: Gather input from Town Council.  
Carstairs: April 26, 2021  
Cremona: April 20, 2021  
Didsbury: April 27, 2021  
MVC: April 28, 2021  
Olds: April 13, 2021  
Sundre: April 28, 2021

#### e. Draft Plan Feedback Opportunities (in-person and digital)

Purpose: Gather feedback on the Draft Plan from the public.  
Sundre: September 17, 2021  
Carstairs: September 18, 2021  
Cremona: September 19, 2021  
Digital Sessions: September 22, 23, 28, and 29, 2021

### List of Engaged Stakeholder Groups

#### Town of Carstairs

- i. Town of Carstairs
- ii. Carstairs Minor Hockey Association
- iii. Carstairs Skating Club
- iv. Rocky Mountain Athletic Association
- v. Carstairs Minor Ball
- vi. Carstairs Minor Lacrosse
- vii. Carstairs Community Curling Club
- viii. Crossfit Carstairs
- ix. Top Note Music School
- x. Carstairs Half Century Club

#### Village of Cremona

- i. Cremona and District Agricultural Society and Arena
- ii. Cremona Curling Club
- iii. Cremona Community Hall

#### Town of Didsbury

- i. Town of Didsbury
- ii. Didsbury Figure Skating Club

- iii. Didsbury Minor Hockey
- iv. Didsbury Curling Club
- v. Didsbury Municipal Library
- vi. Didsbury Museum + Mountain View Arts Society
- vii. Didsbury Minor Baseball Association
- viii. Didsbury Aquajets (swim club)
- ix. Didsbury Minor Soccer
- x. Didsbury Lacrosse
- xi. Mountainview Colts
- xii. Didsbury High School Music Department
- xiii. Westglen School

#### Mountain View County

- i. Mountain View Nordic Ski Group
- ii. Foothills Curling Club
- iii. Carstairs Ag Society
- iv. Olds Regional Exhibition
- v. Sundre Ag Society
- vi. Bergen Community Association
- vii. Coburn Community Club
- viii. Mountain View Family Resource Network
- ix. Chinook's Edge School Division
- x. Mountain View Arts Festival
- xi. Bearberry Community Association

#### Town of Olds

- i. Town of Olds
- ii. Olds Minor Hockey Association
- iii. Olds Minor Softball Association
- iv. Olds Minor Soccer Club
- v. Olds Minor Football
- vi. Olds Lacrosse Association

- vii. Olds Grizzlies
- viii. Mountain View Mavericks
- ix. Olds Curling Club
- x. Olds Rapids Pistons Masters Swim Club
- xi. Olds College
- xii. Community Learning Campus
- xiii. Threads of Kindness
- xiv. Kiwanis Club of Olds
- xv. Special Olympics Olds & District
- xvi. Olds Ringette
- xvii. Olds Gymnastics Club
- xviii. Olds Lions Club and Campground
- xix. Olds Library

#### Town of Sundre

- i. Town of Sundre
- ii. Sundre Bike n' Ski Club
- iii. Greenwood Neighbourhood Place
- iv. Sundre Minor Hockey Association
- v. Sundre Minor Ball Association
- vi. Sundre Rodeo & Race Association
- vii. Sundre Municipal Library
- viii. Sundre & District Museum
- ix. Sundre Soccer Club
- x. Sundre Seniors West Country Centre
- xi. Rhinos Men's Hockey Team
- xii. Sundre and District Aquatic Society
- xiii. Sundre and District Curling Club
- xiv. Sundre Allied Arts Society and Peak Theatre Players
- xv. Sundre Senior Pickleball
- xvi. Move Yourself Dance

## APPENDIX B: Recreation, Parks, and Culture Infrastructure

The following is a summary of the indoor and outdoor facilities available in the partner municipalities.

### Town of Carstairs

#### Carstairs Memorial Complex (Arena)

The Carstairs Memorial Complex includes an arena, running track, Crossfit area, dance/fitness studio, concession, washrooms, elevator, change rooms and small meeting rooms. The facility plays host to everything from regular league play and sport tournaments to conferences, bike rodeos, and family dances.

#### Carstairs Community Curling Rink

The Carstairs Community Curling Rink is located right in the heart of town beside Memorial Park and features four sheets of ice, a lounge, and a concession. The facility plays host to the Horticultural Show and Pumpkin Festival during the fall and a variety of curling leagues, bonspiels, and events in the winter.

#### Carstairs Community Hall

With seating for 540 (350 for dining), a complete sound system, and kitchen facilities, the hall is often used for hosting mini-conventions, weddings, fundraisers, craft shows, community events and banquets.

#### Carstairs Rodeo Grounds

The Carstairs Rodeo Grounds are located at the south end of town near the Community

Hall and include an outdoor rink in the winter. The grounds are home to the Carstairs Rodeo, Highschool Rodeo, and other events throughout the year.

#### Bob Clark Public Library

The Bob Clark Public Library is adjoining the Carstairs Elementary School and offers a variety of free programs and services for all ages including a wide range of books, DVD's, audiobooks and digital resources.

#### Carstairs Heritage Centre

The museum features the McCaig House from 1901 which is a restored, furnished homestead house, and the "Olde Tyme Sweete Shoppe".

#### Carstairs Half Century Club

The Carstairs Half Century Club offers programs and activities for seniors and facility rentals.

#### Hugh Sutherland Gymnasiums

One large and one small gymnasium are available at Hugh Sutherland School for sports including basketball and volleyball.

#### Splash Park

The Carstairs Splash Park is a 2,000 square foot splash park located at the north end

of Memorial Park beside the Curling Rink and adjacent to the playground.

#### Parks and Playgrounds

The Town is home to 9 parks and 6 playgrounds with ample green space for private functions, events, festivals, or weddings. Memorial Park has two ball diamonds, a tennis/basketball court, and outdoor fitness equipment while Tiny LaFleur Park has two ball diamonds, three soccer pitches, and a large parking area.

#### Trails

The Town has many trails for walking and biking located within Memorial Park and throughout the town.

#### Outdoor Fitness Equipment

Outdoor fitness equipment is available for public use at the Outdoor Exercise Park in Memorial Park.

#### Ball Diamonds

Carstairs has five diamonds across two locations within town.

#### Rectangular Fields

There are three rectangular fields located at Tiny Lafleur Park that are primarily utilized for minor soccer.

#### Off-Leash Dog Park

The Carstairs fenced off-leash dog park is located adjacent to the rodeo grounds.

#### Carstairs Community Golf Club

The 18-hole championship golf course provides practice facilities, leagues, tournaments, golf programs, and indoor facility rentals for private functions. The course offers itself up for walking trails during the winter.

#### Outdoor Basketball Court

A full-sized outdoor basketball court is located at Memorial Park.

#### Outdoor Rinks

The Town has four sanctioned and three unsanctioned outdoor rinks located throughout town.

#### Carstairs Municipal Campground

The Carstairs Municipal Campground is located on the east edge of Carstairs, at the corner of Centre Street and Highway 2A and offers 28 powered sites, a playground, camp kitchen, and horseshoe pits.

## Village of Cremona

### Cremona Ag Society Community Arena (and Fitness Centre)

The recently expanded local arena plays host to Cremona Minor Hockey, men's hockey, and a variety of skating programs while the fitness centre is open to the public year-round.

### Cremona Curling Club

The curling rink has two sheets of ice located in the heart of the Village next to the arena and Community Hall.

### Cremona Municipal Library

The Cremona Municipal Library was established in 1975, is a member of the Parkland Regional Library system, and includes a Community Access Centre, which provides public internet and computer access.

### Cremona Community Hall

The Cremona Community Hall is available for rental for weddings, meetings, community events and more.

### Cremona Gold & Silver Seniors Centre

The Cremona Gold & Silver Centre hosts activities for senior citizens, such as meetings, potluck dinners, birthday teas, choir singing, crib nights, bridge, carpet or indoor lawn bowling, shuffleboard, and special events.

### Cremona Museum

Located in the basement of the Gold & Silver Centre, the museum is rich with photos, artifacts, and local history.

### Cremona Nature Trail

The Cremona Nature Trail is a reclaimed CP rail line and features both natural wetlands and landscaped park areas.

### Ball Diamonds

Cremona has two ball diamonds on the north side of the Village.

### Rectangular Field

The Village is home to one rectangular field utilized by Cremona Soccer.

### Walking/Running Track

An outdoor walking/running track is located at the Cremona School.

### Parks and Playgrounds

The Village is home to two parks and two playgrounds along with a park and playground located at the school.

## Mountain View County

### Community Halls

Mountain View County is home to a number of community halls that offer a variety of indoor and outdoor amenities, including:

- Bearberry Community Hall
- Bergen Community Hall
- Big Prairie Community Hall
- Coburn Hall
- Dog Pound Hall
- Dogpound Stampede Grounds Hall
- Eagle Hill Memorial Community Centre
- Eagle Valley Community Hall
- Elkton Community Hall
- Fallentimber Community Hall
- Graham Hall
- Hainstock Community Hall
- Harmattan Community Centre
- Innis Lake Hall
- James River Community Hall
- Lonepine-Bennett Hall
- Lonepine Community Hall
- Melvin Hall
- McDougall Flats Community Hall
- Mountain View Community Hall
- Rosebud Hall
- Water Valley Community Hall
- Westcott Community Hall
- Westerdale Community Hall
- Zella Community Hall

### County-Operated Parks

Mountain View County operates several regional parks, including:

- Hillers Dam Recreation Area
- William J. Bagnall Wilderness Park
- Davidson Park
- Wayside Park
- Winchell Lake Park

### Partner-Run Facilities

The County is home to facilities run by non-profit organizations that contribute to the overall parks, recreation, and culture offering, including:

- Westward Ho Park
- Water Valley Campground
- Water Valley Public Library

### Other Amenities

The County plays host to a variety of other recreation and culture opportunities, including:

- Little Red Cross-Country Ski Trails
- Tooth of the Dogpound Creek Golf Course
- Forest Heights Golf Course
- Coyote Creek Golf and RV Resort
- Olds Central Highlands Golf Course
- Trail Creek Golf Course
- Water Valley Golf Course



## Town of Didsbury

### Didsbury Memorial Complex (Arena, Curling Rink, Aquatics Centre, Multipurpose Room)

Originally constructed in 1976, the facility includes full-size ice surface, leisure ice surface, four dressing rooms, a 4-sheet curling rink, lounge, meeting room, and multipurpose room with a full kitchen, bar, stage, lighting, and sound equipment. The Complex is also home to the Aquatics Centre and its 5-lane 25 m swimming pool, water slide, hot tub, and steam room.

### Didsbury Municipal Library

The library is a member of Parkland Regional Library system and offers a variety of services and programs for all ages including 3D printing.

### Didsbury & District Museum

The two-story brick and sandstone building was built in 1907 and designated as a Provincial Historic Resource in early 2011. The museum tells the story of the founding, settlement and development of the community through historical exhibits and events throughout the year.

### Five-O Clubhouse and Activity Centre

The Five-O is an activity-based club helping Didsbury and area seniors keep young, physically, mentally, and socially.

### Didsbury Railway Station

The building is designated as a Provincial Historic Resource and is home to the Scouts and Girl Guides of Didsbury.

### Memorial Park

Memorial Park boasts a variety of outdoor recreation amenities including a sledding hill, three ball diamonds, 2.5 km of trails, and amphitheatre.

### Jets Ball Diamond

The Jets Ball Diamond is a fenced, full-size ball diamond.

### Outdoor Rinks

Didsbury offers three outdoor rinks throughout Town for leisure skating and shinny hockey.

### Skatepark

Construction of a new skatepark began in 2021.

### Rectangular Fields

The Town has four rectangular fields for soccer.

### Tennis Courts

Four tennis courts are located next to the golf course.

### Parks and Playgrounds

The Town is home to 13 parks and 9 playgrounds.

### Sledding Hills

Three sledding hills are located at various location throughout Town.

### Didsbury Golf Course

The 9-hole golf course and club house are operated by the Didsbury Golf Club.

### Running/Walking Track

A 400-metre running/walking track is located next to Westglen School.

### Off-Leash Dog Park

The recently developed Didsbury Off-Leash Dog Park is fully fenced.

### Rosebud Valley Campground

The Rosebud Valley Campground is owned and operated by the Town and includes 33 powered sites, cook shack, play area, and horseshoe pits.

## Town of Olds

### Olds Aquatic Centre (Pool)

The Olds Aquatic Centre is home to an 8-metre-tall waterslide, a five-lane 25-metre lap pool, a 16-person hot tub, and a tot pool with a beach-style entry allowing for easy access for children or for people using walkers or wheelchairs. It also has a multi-purpose room that seats 40 people comfortably. The facility is wheelchair accessible.

### Olds Sportsplex (Arena)

The Sportsplex features an Arena with two ice surfaces and the six-sheet curling facility. The arenas are available for bookings, public skating, minor hockey, shinny hockey, and adult hockey. The facility is also home to the Olds College Broncos women's hockey team.

### Olds Curling Club

The six-sheet curling rink is located in the Olds Sportsplex, operated by the Olds Curling Club, and is open for league play, bonspiels, rentals, and community activities.

### Community Learning Campus (CLC)

The CLC is a joint venture between Olds College and Chinook's Edge School Division, in collaboration with the Town of Olds and Mountain View County. The facility includes a fitness centre with a diverse range of fitness and recreation programs, activities and services. The CLC is also home to the Fine Arts & Multi Media Centre, a 390-seat theatre uniquely designed to serve a multitude of

functions, from elaborate dinner theatre to informal community jam sessions, or wedding receptions to professional drama productions. Outdoors, the campus is home to a rectangular field, ball diamond, basketball courts, and tennis courts.

### Olds Municipal Library

The local library is a member of the Parkland Regional Library system, a cooperative of 50 public libraries across central Alberta. The library offers a diverse selection of materials, room rentals, community programs, and the Glenn McCracken Makerspace.

### Historical Buildings

The Town is home to over two dozen historical buildings and heritage resources that can be viewed as part of a walking tour.

### Mountain View Museum & Archives

The Olds Historical Society operates the Mountain View Museum and Archives located in the former AGT Building on 50th Street (a registered municipal heritage site). The Town of Olds contributes financially to the operations of the Museum and Archives.

### Olds & District Evergreen Club

The Olds and District Club is a non-profit seniors citizens club for members 50 years and older. It hosts several active and social activities and facility rentals.

### Apex Athlete Development and Sports Centre

The private facility offers a full-size basketball/volleyball court space along with a netted turf space. The organization focuses on high-performance athlete training and development through high-level instruction and programs.

### Rotary Athletic Park

The Rotary Athletic Park of Olds is on recreational reserve lands in northwest Olds with two softball diamonds, two baseball diamonds, a batting cage, 10 horseshoe pits, three rectangular fields, a washroom structure, and three kilometres of paved pathways.

### Ball Diamonds

The Town is home to eight additional ball diamonds at local parks and schools along with the four at Rotary Athletic Park for a total of twelve.

### Elks Field

Elks Field is a soccer pitch that offers full sized and youth soccer nets. This area may be re-imagined now that the Town has developed the Rotary Athletic Park.

### Outdoor Rinks

The Town provided access to eight temporary outdoor ice surfaces as a pilot project in 2020/21.

### Skatepark

The Olds Skatepark, located in Centennial Park, is a 10,000 sq. ft. street-oriented park featuring rails, gaps, hips, ledges, stairs, banks, a ride-through mini-ramp section, and pump bumps.

### Splashpark

The Olds Splashpark is integrated into the existing pathway system in Centennial Park with twelve water features and wheelchair accessibility.

### Off-Leash Dog Park

The Olds Off-Leash Dog Park is a 16-acre, fully fenced and double gated park with a socialization area located west on Highway 27 just past 70th Avenue.

### Hartman Green (Disc Golf Course)

The disc golf course at Hartman Green Park is an 860 metre (2821 ft) nine-hole par 27 course with recently refurbished equipment and new signage.

### O.R. Hedges (Lions) Campground

The O.R. Hedges (Lions) Campground is owned by the Town of Olds and leased to the Olds Lions Club who maintain and run the campground. The campground has 45 sites and is open seasonally from approximately May 1 to October 15, depending on weather.

### Trails

The Town's trail system consists of more than 20 kilometers of both paved and unpaved trails, winding through parks, natural areas, and routes incorporated by town streets.

### Parks and Playgrounds

Olds features 15 parks and 16 playgrounds with over 300 acres of greenspace throughout Town.

### Olds Highlands Golf Club

The Olds Highlands Golf Club is a Certified Audubon Cooperative Sanctuary facility that offers 18 holes of championship golf experience. The Club is also home to a five-hole par 3 course, practice facility, and restaurant available for private functions. The Club is located outside the Town of Olds municipal boundaries.

### Olds Regional Exhibition Grounds

The Olds Regional Exhibition Grounds provides venues and facilitates events for residents, visitors, and the agricultural industry. The grounds also house an exhibition hall, commercial kitchen, and two ball diamonds.

### Air Cadet Hall/Recreation Centre

The Air Cadet Hall/Recreation Centre is owned and operated by the 185 Cadets Parent Association. The facility has two meeting rooms, a large main hall, and a kitchen.

### Public Art

The Town has a number of art pieces and supporting interpretive signage located throughout the community. An online gallery is available on the Town's website.

### Sculpture Pathway

The Sculpture Pathway showcases 10 pieces of art from the Bergen Rocks collection. The Pathway extends the vibrant art culture of the community in a high profile area for local residents and visitors to enjoy.

### Cornerstone Art Commons

Cornerstone Art Commons, located at 46 Street and 65 Ave, is a meeting place for the community to come together to enjoy art in the outdoors. Large panels display 2D art created by the community for the community.

## Town of Sundre

### Aquaplex (Pool and Fitness Centre)

The Sundre Aquaplex is operated by the local non-profit organization, the Sundre & District Aquatic Society, and offers public access to its 4-lane, 25 metre swimming pool, water slide, hot tub, and fitness centre. The facility also hosts lessons, the Junior Lifeguard Club, and the Sundre Sharks swim club.

### Sundre Arena

The Sundre Arena consists of a single ice surface and is home to Sundre Minor Hockey (SMH), Sundre Fun League, Sundre Skating Club, and a variety of local adult hockey teams. The arena and clubroom are available for rent to businesses, residents and community members for birthday parties, wind up parties, cabarets, fundraisers, trade shows, meetings and conferences.

### Curling Rink

The 4-sheet curling rink and lounge is located directly across from the Sundre High School and Sundre Arts Centre and available for league play, bonspiels, rentals, and events.

### Sundre Community Centre

Located on Chinook's Edge School Division property, the Sundre Community Centre (SCC) includes a large gymnasium/auditorium space and is home to the Sundre Daycare, Valley Kids program, Sundre Municipal Library, and Greenwood Neighbourhood

Place, which operates the Town's Family and Community Support Services (FCSS).

### Sundre Arts Development Centre

The Sundre Arts Centre is home to The Sundre Music Series, Peak Theatre Players dramatic society, and Studio K Dance Gallery. The facility operates year-round and hosts dance, theatre, music, school programs, community events, and private events for up to 180 people.

### Sundre Municipal Library

The Sundre Municipal Library is located in the Sundre Community Centre and offers a variety of services and programs for all ages.

### Museum and Pioneer Village

The 4-acre Sundre Museum and Pioneer Village provides guests with a glimpse of local heritage with 8 historical buildings, reception gallery displays, and World Wildlife exhibit. The facility offers programming, events, tours, and rentals.

### Rodeo Grounds

Sundre is home to a professional rodeo facility, featuring multiple grandstands and ground space for animals and camping.

### Snake Hill Recreation Area

The area boasts more than 17 km of groomed nature trails for hiking, biking, and cross-country skiing.

### Ball Diamonds

Three ball diamonds are located north of the Sundre High School and River Valley School.

### Rectangular Fields

The Town has two rectangular fields at the Sundre High School and south of the Legion Hall.

### Sundre Golf Course

Established in 1964, the Sundre Golf Club is an 18-hole course at the base of the Rocky Mountains. The facility offers a full range of services including a large banquet area, lockers, club storage and rentals, and lessons from qualified CPGA professionals.

### Parks and Playgrounds

Sundre is home to 14 parks and 12 playgrounds throughout Town.

### Skatepark

The concrete skatepark includes a variety of rails, jumps, and bowls and is a popular place for local youth.

### Outdoor Walking/Running Track

A walking/running track is located at the Sundre High School and River Valley School.

### Outdoor Rink

An outdoor rink with temporary boards is located next to the skatepark.

### Trails

The Town maintains approximately 25 km of walking, biking, and cross-country skiing trails 17 of which are located on Snake Hill.

### Greenwood Campground

The Greenwood Campground offers 19 serviced sites and 12 unserved sites next to the Red Deer River.

### Tall Timber Leisure Park

Tall Timber Leisure Park offers a variety of recreation amenities including a community centre for events, seasonal indoor pool and hot tub (summer months only), two playgrounds, bocce court, horseshoe pits, ball diamond, and 58 RV sites.

# APPENDIX C: Facility Utilization and Community Programming

## Facility Utilization

Facilities and programs in the region are utilized by a wide variety of people and organizations throughout the year. This section contains a description of the utilization and participation information for facilities and programs in the Mountain View region (where data was available).

### Town of Carstairs

#### Carstairs Memorial Arena

The Carstairs Memorial Arena is heavily utilized by local and regional hockey groups and figure skating during prime-time hours and the Hugh Sutherland School during day-time hours. A variety of dryland programming from the Town and local stakeholder groups is offered during the summer months.<sup>49</sup>

#### Community Hall

The Community Hall is used throughout the year by a variety of local organizations and individuals for activities and events of all sizes. The facility has capacity to accommodate increased utilization.

#### Curling Club

The Curling Club ice is primarily used for league play and bonspiels during the season with capacity for increased utilization. During the summer months the facility hosts the local weekly farmer’s market. Utilization of dry floor space could be increased substantially.

#### Ball Diamonds

The ball diamonds in Carstairs receive strong utilization from local stakeholder group league play and weekend tournaments from April to September. Capacity exists at the diamonds during the daytime but prime-time hours during the week and weekend are reported as approaching capacity limits.

#### Soccer Fields

Capacity exists at local soccer fields to accommodate growth.

### Village of Cremona

#### Arena

The arena takes regular bookings for ice time from several groups in the region and abroad, including Cochrane, Calgary, and Airdrie. Capacity exists to accommodate other groups in the region.

#### Curling Rink

The curling rink is primarily used for regular league play and small events. Capacity exists for increased utilization.

#### Community Hall

The Community Hall is utilized for a variety of community activities and private events throughout the year. The facility has capacity to increase its utilization.

### Town of Didsbury

#### Memorial Complex (Aquatic Centre)

The Didsbury Memorial Complex Aquatic Centre provides a variety of programs offered by staff and local stakeholder groups. From 2013-2019, total participation across all programs each year remained between 35,000 and 43,400 (see Figure 29). However, participation has declined since its peak in 2017.<sup>50</sup>

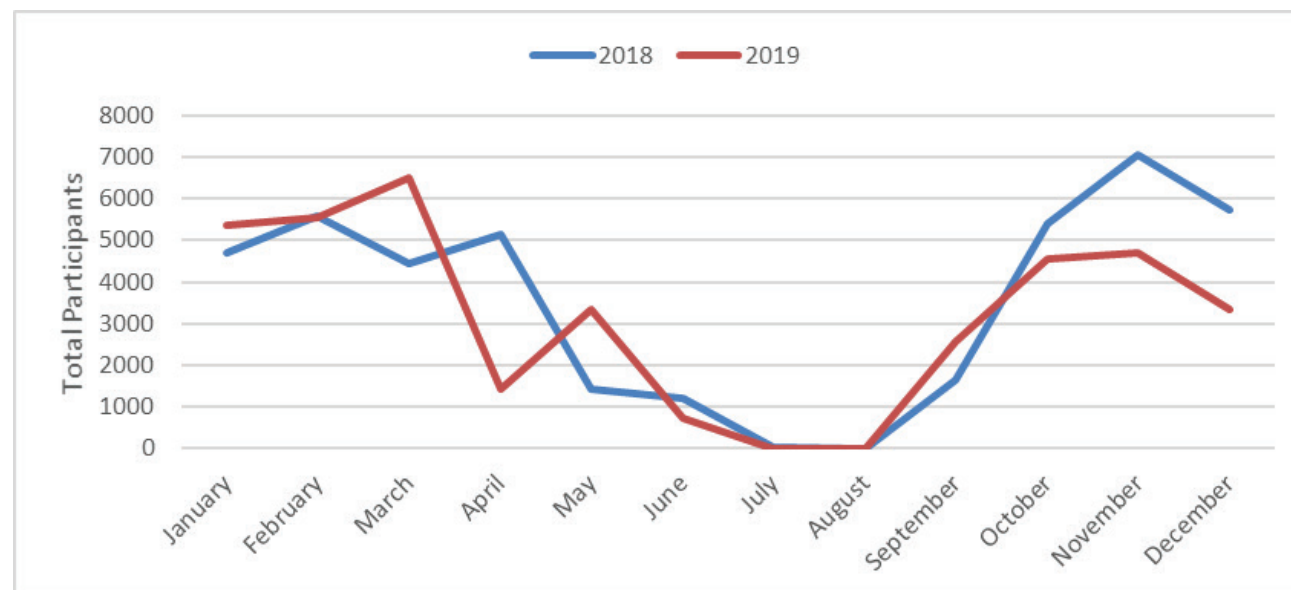
Figure 29. Didsbury Aquatic Centre Participants (2013-2019)

Year	Total Participants
2013	35,079
2014	36,196
2015	41,318
2016	35,096
2017	43,378
2018	41,543
2019	39,472

**Memorial Complex (Arena)**

The Didsbury Arena plays hosts to several local hockey and skating groups, public skating, and private rentals that account for the majority of ice sheet time during prime hours. In 2018 and 2019, the arena welcomed an estimated 42,000 and 38,000 annual participants, respectively. See Figure 30 for a breakdown of the total participants using the facility by month for 2018 and 2019.<sup>51</sup>

Figure 30. Didsbury Arena Estimated Total Participants (2018-2019)



**Memorial Complex (Curling Rink)**

The curling rink ice in the Memorial Complex is primarily used by the Didsbury Curling Club during the season for league play and bonspiels. The dry floor space is available for rent during the off-season but is seldom used by the community.

**Memorial Complex (Multipurpose Room)**

The Multipurpose Room in the Memorial Complex receives regular utilization from community groups and private rentals for events such as weddings, graduations, and performances. However, capacity exists to increase utilization, especially during daytime hours.

**Ball Diamonds**

Local ball diamonds are heavily utilized by Didsbury Minor Baseball and Softball during the summer months. Stakeholder groups and Town staff reported the diamonds are at or near capacity and would require additional diamonds to accommodate growth.

**Soccer Fields**

Local soccer fields are largely used by Didsbury Minor Soccer during weekday evenings and weekends.

**Town of Olds**

**Aquatic Centre**

In 2019, the Olds Aquatic Centre welcomed over 42,000 participants to the facility and its programs, averaging approximately 3,500 people per month. The most well-attended programs were public swims, family swims, lane/tot swims, and aquafit. The facility is also home to the Olds Rapids Pistons Masters Swim Club.<sup>52</sup> The Aquatic Centre normally operates from 7:30 AM to 8:00 PM on weekdays and 10:45 AM to 6:30 PM on weekends with prime time beginning at 5:30 PM on weekdays.<sup>53</sup>

**Sportsplex (Arena)**

The ice sheets at the Olds Sportsplex are heavily utilized by local stakeholder groups during prime-time hours with limited availability for growth. Demand for arena space increases during the spring season as other groups, such as lacrosse, seek to gain access to dryland space for preseason activities.

**Sportsplex (Curling Club)**

The curling rink ice in the Sportsplex is primarily used by the Olds Curling Club during the season for league play and bonspiels. The dry floor space is available for rent during the off-season but is seldom used by the community.

**Ball Diamonds**

Ball diamonds in Olds exhibited regular usage from local stakeholder groups in 2019 during prime weekday hours from 4:30-9:00 PM. The recent addition of additional diamonds at Rotary Athletic Park and limited demand during 2020 contributed to a surplus of diamond availability during prime hours.<sup>54</sup>

**Town of Sundre**

**Arena**

The Sundre Arena ice sheet is largely utilized by minor hockey, adult recreational hockey, and figure skating during the evening prime-time hours. However, capacity exists to support additional prime-time utilization. Daytime hours are primarily used for public skating and shinny hockey for youth and adults.<sup>55</sup>

### Aquaplex (Pool and Fitness Centre)

The Aquaplex public swims and swimming programs are regularly utilized by swimmers with strong attendance for the most popular programs. The fitness centre maintains a moderate user base. However, the facility reported an opportunity to improve utilization.

### Community Centre

The Sundre Community Centre gymnasium is frequently booked by Mountain View Taekwondo and Sundre Gymnastics during the fall and winter months. In 2018, the gymnasium was booked for just over 1000 total hours, leaving ample time to support additional programming and rentals.<sup>56</sup>

### Curling Club

The Sundre Curling Club ice is largely used for league play, bonspiels, and school group play, while the dry floor space hosts the Sundre Farmer's Market each week. The Club has the capacity to improve its utilization, especially during the summer months when the facility is used sparingly.

### Ball Diamonds

The local ball diamonds are primarily used by Sundre Minor Ball and local slo-pitch teams during the prime evening hours and weekends of the summer months. Capacity exists to accommodate growth.

### Soccer Fields

Soccer fields in Sundre are used by Sundre Minor Soccer from April to June during the weekday evening hours and weekends. The fields are capable of accommodating additional utilization.

## Community and Partner Events and Programs

The partner municipalities and local stakeholder groups host several events and programs that welcome both residents and visitors from inside and outside the region. These events and programs take place throughout the year and include:

### Town of Carstairs

- Carstairs Community Easter Hunt
- Carstairs Neighbourhood Party
- Carstairs Heritage Festival and Parade of Kilts
- Canada Day Celebrations
- Beef & Barley Days
- Pumpkin Festival
- Crazy Carstairs Christmas

### Village of Cremona

- Cremona Days
- Cremona Show and Shine
- Winterfest

### Town of Didsbury

- Didsbury & District Art, Travel and Trade Expo
- Didsbury Show N' Shine
- Rural Alberta Motorcycle Ride for Dad
- Soap Box Derby
- Canada Day Celebrations
- Days of Yore
- Mountain View Arts Festival
- Country Christmas

### Mountain View County

- Water Valley Celtic Festival
- Water Valley Stampede
- Dogpound Rodeo

### Town of Olds

- National Indigenous Peoples Day
- Canada Day Celebrations
- Oldstoberfest
- CPR Holiday Train
- Olds Fashioned Christmas
- Santa Claus Parade of Lights
- Other Events at the Olds Regional Exhibition

### Town of Sundre

- Winterfest
- Sundre Pro Rodeo
- Canada Day Car Show
- The Great Bearberry Duckrace
- Bulls and Wagon Rodeo
- Shady Grove Bluegrass Festival
- Sundown in Sundre

## APPENDIX D: Comparative Service Level Analysis

The figures in this section identify relative service level provisions among comparator municipalities. Inventories were developed for each comparator’s indoor and outdoor recreation, parks, and culture facilities through an online review. Ratios were then calculated to demonstrate facility-to-population service levels. It should also be noted that while the process primarily focuses on municipally owned facilities; some facilities that are non-municipally owned that contribute to a community’s core parks, recreation, and culture offering have been included. This often includes facilities such as curling rinks, community halls, sport fields,

campgrounds, golf courses, etc. Therefore, communities may have additional facilities run by the private or not-for-profit sector that contribute to their service level provision. Green figures indicate the community is currently exceeding service level provisions for those facilities while red figures indicate the community is below benchmark standards. Black figures indicate the community within an acceptable range of comparator service level provisions.

Figure 31 describes the Counties and Municipal Districts that were selected as comparators.

Figure 31. Comparator Jurisdictions\*

Mountain View County		Yellowhead County		M.D. of Bonnyville		Sturgeon County		Lacombe County	
Rural	13074	Rural	10995	Rural	11661	Rural	20495	Rural	10343
Town of Olds	9184	Town of Hinton	9882	City of Cold Lake	14961	Town of Morinville	9848	City of Lacombe	13057
Town of Didsbury	5628	Town of Edson	8414	Town of Bonnyville	5975	Town of Gibbons	3159	Town of Blackfalds	9328
Town of Carstairs	4077			Village of Glendon	493	Town of Redwater	2053	Town of Eckville	1125
Town of Sundre	2729					Town of Bon Accord	1529	Town of Bentley	1078
Village of Cremona	444					Town of Legal	1345	Village of Alix	734
								Village of Clive	715
<b>Total</b>	<b>35136</b>	<b>Total</b>	<b>29291</b>	<b>Total</b>	<b>33090</b>	<b>Total</b>	<b>38429</b>	<b>Total</b>	<b>36380</b>

\*Population figures were acquired from 2016 Census data.

Figures in this section can be interpreted in the following way. Currently, the Mountain View Region offers 1 indoor ice surface per 5,796 people and the benchmark standard is 1 indoor ice surface per 4,866 residents. In this case, the region has a lower level of service provision

than comparators. In order to meet benchmark standards, the region would need to add an indoor ice surface (shown in red), whereas the region exceeds benchmark standards for indoor pools (shown in green).



## Mountain View Region

Figure 32. Indoor Recreation, Parks, and Culture Facility Service Level Provision Comparison

Indoor Recreation Facilities	Service Levels by Population					
	MVR	Average	Yellowhead	Bonnyville	Sturgeon	Lacombe
Pools	11592 (3)	26500	14646 (2)	16545 (2)	38429 (1)	36380 (1)
Ice Surfaces	5796 (6)	4866	4882 (6)	4136 (8)	6405 (6)	4548 (8)
Curling Sheets	1739 (20)	2115	1331 (22)	2545 (13)	2562 (15)	2021 (18)
Fitness Centres	8694 (4)	25358	29291 (1)	16545 (2)	19215 (2)	36380 (1)
Indoor Playgrounds	(0)	30161	29291 (1)	16545 (2)	38429 (1)	36380 (1)
Tracks	17388 (2)	30161	29291 (1)*	16545 (2)	38429 (1)	36380 (1)
Community Centre/Hall	1159 (30)	1804	1274 (23)	1946 (17)	2956 (13)	1039 (35)
Fieldhouse	(0)	30161	29291 (1)*	16545 (2)	38429 (1)	36380 (1)
Libraries	5796 (6)	8718	5858 (5)	16545 (2)	6405 (6)	6063 (6)
Art/Culture Facilities	4347 (8)	9538	9764 (3)	11030 (3)	12810 (3)	4548 (8)
Performing Art Spaces	17388 (2)	34298	29291 (1)	33090 (1)	38429 (1)	36380 (1)
Youth Centres	34776 (1)	25567	29291 (1)	11030 (3)		36380 (1)
Senior Centres	6955 (5)	11173	9764 (3)	6618 (5)	19215 (2)	9095 (4)
Gymnastics Facilities	34776 (1)	22524	14646 (2)	16545 (2)		36380 (1)

\*Facility currently under construction.

Figure 33. Outdoor Recreation, Parks, and Culture Facility Service Level Provision Comparison

Outdoor Recreation Facilities	Service Levels by Population					
	MVR	Average	Yellowhead	Bonnyville	Sturgeon	Lacombe
Spray Parks	<b>17388 (2)</b>	15633	14646 (2)	16545 (2)	19215 (2)	12127 (3)
Skateparks	11592 (3)	12473	14646 (2)	16545 (2)	9607 (4)	9095 (4)
Bike Parks	<b>(0)</b>	18314	3661 (8)	33090 (1)		18190 (2)
Rectangular Fields	2484 (14)	2334	2929 (10)	2206 (15)	1601 (24)	2599 (14)
Ball Diamonds	1023 (34)	1110	792 (37)	973 (34)	1537 (25)	1137 (32)
Tennis Courts	<b>3478 (10)</b>	5971	7323 (4)	3677 (9)	7686 (5)	5197 (7)
Paved Courts	<b>17388 (2)</b>	10378	4882 (6)	16545 (2)	12810 (3)	7276 (5)
Parks	<b>610 (57)</b>	909	1465 (20)	571 (58)	915 (42)	686 (53)
Playgrounds	<b>644 (54)</b>	915	1274 (23)	649 (51)	1039 (37)	700 (52)
Dog Parks	<b>11592 (3)</b>	24868	9764 (3)	33090 (1)	38429 (1)	18190 (2)
Golf Courses	11592 (3)	12053	9764 (3)	16545 (2)	12810 (3)	9095 (4)
Outdoor Pools	<b>(0)</b>	45730	29291 (1)		38429 (1)	36380 (1)
Campgrounds	<b>2675 (13)</b>	4833	3661 (8)	2758 (12)	9607 (4)	3307 (11)
Tracks	<b>8694 (4)</b>	27438	29291 (1)	16545 (2)	19215 (2)	
Performance Spaces	<b>34776 (1)</b>	68595			38429 (1)	36380 (1)
Sledding Hills	<b>6955 (5)</b>	20476	9764 (3)	16545 (2)	19215 (2)	36380 (1)
Outdoor Rinks	<b>2174 (16)</b>	4335	1627 (18)	3309 (10)	9607 (4)	2798 (13)

## APPENDIX E: Expanded Strategic Alignment Analysis

The following figures outline the strategic alignment of the Master Plan with municipal, regional, provincial, and national plans.

Figure 34. Carstairs Strategic Alignment Summary

### Municipal Development Plan (2020)<sup>57</sup>

A high-level document that provides a framework for the manner in which the community will develop over the next 20 years, including the following goals:

- To foster a variety of community, recreation and cultural services and facilities that will contribute to a high quality of life for all residents.
- To prioritize education as a key pillar of a strong and healthy, growing community.
- To ensure all existing and new facilities and services are accessible to people of all ages and abilities.
- To ensure land is available for future community, recreation, cultural, and educational facilities and services in key locations.
- To plan for and provide capital investment in recreation and community facilities.
- To encourage volunteer participation and partnerships in the development of recreation and community facilities.
- To facilitate the provision of joint protective, emergency, social, and recreational services.

### Community Sustainability Plan (2009)<sup>58</sup>

Provides long-term guidance for sustainability matters, including the following recommended actions:

- Encourage continued utilization of the Rec Centre by a wider group of associations and activities.
- Encourage the development of a Cultural Centre to be part of an existing facility.
- Fund new museum projects and expand building.
- Improve exposure to cultural/heritage initiatives.
- Expose local artistic talent at local events, shows, and festivals.
- Support multicultural activities and events.
- Preserve natural areas and provide safe trail linkages.

### Intermunicipal Development Plan (2020)<sup>59</sup>

Cooperative framework for addressing matters of joint interest to the Town and County through a comprehensive plan and process that minimizes potential conflict between the partners.

Figure 35. Cremona Strategic Alignment Summary

<p><b>Municipal Development Plan (2011)<sup>60</sup></b></p> <p>A guiding document for the sustainable growth and development of Cremona. Includes the following objectives:</p> <ul style="list-style-type: none"> <li>• Ensure land is available for future community, recreation, cultural and educational service facilities.</li> <li>• Establish an adequate range of cultural, leisure and recreational opportunities, varying in scale and nature to meet the needs of a variety of age groups, income levels, and skills.</li> <li>• Plan for and provide capital investment in maintaining and upgrading existing facilities and developing new recreation and community facilities.</li> <li>• Encourage volunteer participation and partnerships in the development of recreation and community facilities.</li> <li>• Ensure open and meaningful dialogue with Mountain View County to address issues of mutual interest.</li> </ul>	<p><b>Intermunicipal Development Plan (2019)<sup>61</sup></b></p> <p>A framework for collaboration and development between the Village and County.</p>
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Figure 36. Didsbury Strategic Alignment Summary

<p><b>Recreation Master Plan (Addendum 2019)<sup>62</sup></b></p> <p>Provides an update on the 2013 Recreation and Culture Master Plan, including the following priorities:</p> <ul style="list-style-type: none"> <li>• Develop an annual maintenance plan and budget for all indoor recreation facilities at the Didsbury Memorial Complex.</li> <li>• Improve sport fields at West Glen School and Memorial Park. Consider new development based on demand.</li> <li>• Improve playgrounds at several locations.</li> <li>• Continue to plan for splash park development (concept drawings and costing).</li> <li>• Develop new outdoor multi-use court spaces.</li> <li>• Consider additional park amenities and components for Outlying Plan area.</li> </ul>	<p><b>Strategic Plan 2017-2027 (Updated 2019)<sup>63</sup></b></p> <p>Describes the strategic priorities and supporting activities of the Town over a ten-year span, including:</p> <ul style="list-style-type: none"> <li>• Develop an Economic Development &amp; Tourism Master Plan.</li> <li>• Work with other municipalities towards mutually beneficial objectives.</li> <li>• Develop an engagement strategy using a variety of mediums.</li> <li>• Celebrate and communicate community accomplishments.</li> <li>• Create criteria to prioritize projects annually.</li> <li>• Gather user stats in all Town facilities, including library, museum, and campground, for future decisions.</li> </ul>	<p><b>Municipal Development Plan (2012)<sup>64</sup></b></p> <p>Guides the future growth and development of Didsbury through the inclusion of a set of broad goals and policies, including:</p> <ul style="list-style-type: none"> <li>• In general, recreation investments should provide service to the greatest number of residents, and especially the youth. The Town should not be subsidizing adult recreation.</li> <li>• Joint-use and multi-purpose design in recreation facilities is recommended.</li> <li>• The Town shall promote and support development of cultural facilities to coincide with population growth.</li> <li>• New development areas shall provide linear parkway systems, where possible linking school sites, recreation facilities and major open space areas to the rest of the community.</li> <li>• Developments along major entry points into the Town shall incorporate high quality landscaping and serve as attractive entries into the community.</li> <li>• Council shall establish a capital reserve fund to facilitate adequate funding for future recreation, institutional and public facilities.</li> <li>• The Town supports and encourages the efforts of local organizations and agencies in the provision of community programs and services.</li> <li>• The Town endeavours to work with local volunteer groups and organizations to provide community facilities and services for all Town residents but with a specific focus on seniors and youth.</li> </ul>
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Figure 36. Didsbury Strategic Alignment Summary - continued

**Didsbury Memorial Complex Outlying Plan Report (2016)<sup>65</sup>**

A holistic plan and detailed recommendations to guide redevelopment and site management for the next ten years, including:

- Improve the pathway and sidewalk network within and connecting to the park.
- Create a central gathering space between the aquatic center and the washroom/storage building and group picnic shelter.
- Improve the main entrance to the Didsbury Memorial Complex and develop a central patio area adjacent to the aquatic center.
- Replace the existing temporary skateboard park with a permanent skateboard park facility.
- Relocate existing fitness elements located in a group along the park trail system.
- Create new unprogrammed open space and picnic areas throughout the park including within the former location of the ball diamond.
- Create a seasonal outdoor hockey/leisure skating rink that is flooded during the winter and left as an open multiuse lawn space in the other seasons.
- Create a hill within the Memorial Complex Grounds that could be used for sledding/ tobogganing in winter and summer adventure play and spectating.
- Replace and expand existing playground with a nature / adventure play area (approx. 630 sq.m.) for a wider range of age groups.
- Develop a sand volleyball court.
- Replace existing lawn bowling with tennis and pickleball courts.
- Develop a central municipal basketball court.
- Create a comprehensive furnishings plan that relocates and upgrades picnic sites, barbeques, benches, bike racks, garbage receptacles, recycling receptacles and dumpsters.
- Consider Crime Prevention Through Environmental Design (CPTED) principles in the design of new spaces and improvement of existing spaces.
- Consider adding seasonal or occasional staffed recreational programming activities in the Memorial Complex Grounds. Some of these programs could include outdoor fitness, life-sized games, or stewardship education.

**Intermunicipal Development Plan (2007)<sup>66</sup>**

Outlines goals and areas for cooperation between the Town and County, including:

- Green corridors near the Rosebud River shall be maintained and may be used for recreational uses.

Figure 37. Mountain View County Strategic Alignment Summary

**Didsbury Memorial Complex Outlying Plan Report (2016)<sup>67</sup>**

Provides guidance and clarity for the facilitation of good, sound, sustainable development. Includes the following goals and objectives:

- Ensure residents are serviced with adequate recreational lands and facilities.
- Enhance the existing infrastructure and facilities in existing communities.
- Improve the quality of life of residents, visitors, and business owners in the County.
- Work cooperatively with the urban municipalities within MVC.

Figure 38. Olds Strategic Alignment Summary

<p><b>Strategic Areas of Focus: Creating Connection for the Future 2017-2021 (2017)<sup>68</sup></b></p> <p>Outlines the Town’s goals, strategies, and performance measures over a five-year period, including:</p> <ul style="list-style-type: none"> <li>Analyze service models to establish where operational revenues could be enhanced to offset cost of service.</li> <li>Enhance the quality of life in the community by supporting programs through direct and indirect means.</li> <li>Foster relationships with partners that provide culture and social development programs and services in the community.</li> <li>Coordinate, communicate and engage with our residents and key partners.</li> <li>Monitor and review engagement plan that informs, educates, and allows for input from our residents on key municipal services and activities (budget, sports fields, development plans).</li> </ul>	<p><b>Municipal Development Plan (2020)<sup>69</sup></b></p> <p>Guide for the future growth and development of the community. Outlines several goals, objectives, and policies related to parks, recreation, and culture, including:</p> <ul style="list-style-type: none"> <li>Provide open spaces and park areas that are functional and effective in satisfying the needs of residents and visitors to Olds.</li> <li>Develop a continuous system of pathways with linkages to parks and natural areas as Olds grows.</li> <li>Encourage sharing and multiple-use of parks and open space areas among a variety of user groups and activities.</li> <li>Provide a range of recreation and culture facilities that reflects the variety of recreational and cultural pursuits and interests in Olds.</li> <li>Work with Mountain View County to ensure that recreation and cultural facilities are provided for everyone in the region.</li> </ul>	<p><b>Open Space and Trails Master Plan (2013)<sup>70</sup></b></p> <p>Provides direction and recommendations on the development and delivery of parks and open spaces, including:</p> <ul style="list-style-type: none"> <li>Implement trail upgrades at select locations throughout Town.</li> <li>Implement a capital program for the planning and implementation of enhancements in existing community parks.</li> <li>Work towards a collaborative partnership with the College to ensure that any open space facilities and amenities developed by the College are complementary to those planned and developed by the Town.</li> <li>Require the development of neighbourhood parks as the primary form of local open space dedication in new neighbourhoods.</li> <li>Continue to invest in programming primarily by facilitating and supporting partnerships with community groups that deliver programs.</li> </ul>	<p><b>Intermunicipal Development Plan (2020)<sup>71</sup></b></p> <p>Provides a policy framework for planning matters requiring coordination between the Town and County, including the following goals:</p> <ul style="list-style-type: none"> <li>Reinforce and enhance the positive and mutually beneficial relationships between the Town and County recognizing that the Town and surrounding rural areas function as one diverse, mutually supporting community.</li> <li>Ensure the ongoing success of key public institutions that benefit the larger community.</li> <li>Increase communication with Olds College.</li> </ul>
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Figure 39. Sundre Strategic Alignment Summary

<p><b>Municipal Development Plan (2013)<sup>72</sup></b></p> <p>A long-term strategic plan for managing the growth of the Town For the next 20 years, including the following goals and objectives:</p> <ul style="list-style-type: none"> <li>• Create an integrated, accessible, well-planned open space and parks system that maximizes the opportunities presented by Sundre’s diverse natural features and supports a broad range of recreation and cultural opportunities catering to diverse age groups, income levels, and skill levels.</li> <li>• Foster the provision of a variety of community, recreation, and cultural services and facilities that are accessible and contribute towards a high quality of life for Sundre residents and the surrounding area.</li> <li>• Develop a continuous system of pathways with linkages to the Red Deer River, parks, and natural areas as Sundre grows.</li> <li>• Plan for and provide capital investment in existing and new recreation and community facilities.</li> <li>• Promote a range of cultural, historical, leisure, and recreational opportunities, varying in scale and nature to meet the needs of a variety of age groups, income levels, and skills.</li> </ul>	<p><b>Parks, Open Spaces &amp; Trails Plan (2018)<sup>73</sup></b></p> <p>Provides direction on policy regarding parks, open spaces, and trails in Sundre, including the following recommendations:</p> <ul style="list-style-type: none"> <li>• Connect existing pathways and trails to provide a contiguous and connected pedestrian system throughout Town and the surrounding area.</li> <li>• Develop a landscape master plan for Snake Hill.</li> <li>• Review the need for upgrades to ball diamonds and sport fields.</li> <li>• Study and formalize potential off-leash areas for use.</li> <li>• Provide safe and accessible pathways and trails within the open space system.</li> <li>• Explore the development of recreational facilities within and along the pipeline rights-of-way.</li> <li>• Review all programmed parks spaces for the potential upgrade of amenities.</li> <li>• Develop and implement an “Adopt a Park” program which offers the opportunity for individuals, community groups, and/or organizations to help maintain and care for parks and trails, to further develop pride and ownership of the community’s greenspace network.</li> </ul>	<p><b>Intermunicipal Development Plan (2009)<sup>74</sup></b></p> <p>A framework for collaboration and development between the Town and County.</p>
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Figure 40. Provincial and National Strategic Alignment Summary

<p><b>Active Alberta Policy (2011-2021)<sup>75</sup></b></p> <ul style="list-style-type: none"> <li>• Recognizes the importance of recreation, active living and sport to quality of life, health and wellness, strong communities, economic benefits and personal fulfillment.</li> <li>• Encourages Albertans to become more active.</li> </ul>	<p><b>Provincial Regulations</b></p> <p>The Master Plan complies with all relevant provincial Acts, regulations, plans and policies (e.g. Alberta Land Stewardship Act, Land Use Framework).</p>	<p><b>National Framework for Recreation: Pathways to Wellbeing (2015)<sup>76</sup></b></p> <p>Provides a vision for recreation in Canada whereby everyone in Canada is engaged in meaningful, accessible recreation experiences that foster individual wellbeing, community wellbeing and the wellbeing of natural and built environments.</p>	<p><b>Canadian Sport for Life: Long-Term Athlete Development (2016)<sup>77</sup></b></p> <ul style="list-style-type: none"> <li>• Aims to build quality sport and physical literacy in Canada by addressing overall sport and physical activity from policy to program delivery.</li> </ul>
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## APPENDIX F: Expanded Engagement Results

This section provides an expanded summary of the Phase 2 engagement results in each community.

Figure 41 provides a summary of the engagement touchpoints in each community and the region as a whole. In total, the Phase 2 engagement process produced 1,261 engagement touchpoints.

Figure 41. Summary of Engagement Touchpoints

	Town of Carstairs	Village of Cremona	Town of Didsbury	Mountain View County	Town of Olds	Town of Sundre	Other or Skipped	Total
Resident Survey	91	29	146	121	319	60	150	<b>916 responses</b>
Youth Survey	14	4	12	13	59	8	25	<b>135 responses</b>
Community Engagement Sessions	2	0	13	5	10	4	0	<b>34 participants</b>
Youth Engagement Sessions	0	0	10	0	25	19	0	<b>54 participants</b>
Stakeholder Survey	4	0	9	5	8	7	13	<b>46 groups responded</b>
Stakeholder Interviews	8	3	5	3	14	9	0	<b>38 groups participated</b>
Council Input Workshops	8	6	4	8	8	4	0	<b>38 participants</b>
<b>Total</b>	<b>127</b>	<b>42</b>	<b>199</b>	<b>155</b>	<b>443</b>	<b>111</b>	<b>188</b>	<b>1261 touchpoints</b>



## Town of Carstairs

### Resident Survey Results

The following responses were received from survey respondents that identified as residents of the Town of Carstairs.

#### Indoor Recreation Facility Requests

In terms of indoor facilities, respondents were most in favour of a new or improved:

- aquatic facility (55%)
- indoor playground (25%)
- youth centre (21%)
- fieldhouse (19%)

#### Indoor Programming Requests

Respondents most supported new or improved indoor activities focused on:

- education and skill-building (51%)
- aquatics (48%)
- gyms/courts (29%)
- performing arts (26%)

#### Outdoor Facility Requests

In terms of outdoor facilities, respondents were most in favour of new or improved:

- trails (40%)
  - non-motorized paved (15%)
  - non-motorized granular (10%)
  - groomed x-country (9%)
  - motorized (3%)
  - equestrian (2%)
- outdoor pool (26%)
- public nature parks (25%)
- festival/event spaces (19%)
- playgrounds (19%)

#### Outdoor Program Requests

Respondents supported new or improved outdoor activities focused on:

- education and skill-building (42%)
- courts (31%)

- parks/trails (25%)
- field (23%)

#### Level of Satisfaction with Facilities

Respondents indicated they are more satisfied than dissatisfied with existing indoor facilities (40% satisfied vs 26% dissatisfied) and outdoor facilities (49% satisfied vs 16% dissatisfied).

#### Level of Satisfaction with Programs

Respondents indicated they are more satisfied than dissatisfied with existing indoor programs (26% satisfied vs 11% dissatisfied) and outdoor programs (36% satisfied vs 20% dissatisfied).

#### Level of Satisfaction with Opportunities (By Age)

Respondents were most satisfied with recreation, parks, and culture opportunities for children (41%) and families (40%) and most dissatisfied with opportunities for youth (32%) and adults (30%).

#### Quality of Life

An overwhelming number of respondents strongly agreed (34%) or agreed (54%) that recreation, parks, and culture opportunities are important to their quality of life.

#### Barriers to Participation

Many respondents indicated they are prevented from participating in recreation, parks, and cultural activities most often because:

- the programs are not offered (46%)
- there is a lack of facilities (45%)
- they are unaware of services/facilities/programs (33%)
- program schedule/time (21%)

#### Support for Regional Facilities

59% of respondents indicated they would travel up to 30 minutes (one way) to access enhanced regional facilities. 18% of respondents indicated they would not.

#### Support for Increased Taxation

67% of respondents indicated support for an increase in property taxes to support recreation, parks, and culture needs.

**Support for Increased User Fees**

59% of respondents indicated support for an increase in user fees to support recreation, parks, and culture needs.

**Youth Engagement**

Youth Survey respondents are largely satisfied with the current provision of indoor facilities, outdoor facilities, and outdoor programs. However, they indicated strong dissatisfaction with existing indoor programs and communicated that a lack of awareness of services/facilities, lack of facilities, and lack of programs were the top barriers to participation. The top facility and programming requests expressed through the session are in the following figure.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>• Aquatic facilities</li> <li>• Climbing wall</li> <li>• Playground</li> <li>• Gym/court space</li> <li>• Fieldhouse</li> </ul>	<ul style="list-style-type: none"> <li>• Outdoor pools</li> <li>• Beach volleyball courts</li> <li>• Paved court spaces</li> </ul>
Programming Requests	
<ul style="list-style-type: none"> <li>• Aquatics programs</li> <li>• Gym/court programs</li> <li>• Educational/skill-building programs</li> <li>• Park/trail programs</li> </ul>	

**Stakeholder Engagement**

Stakeholders who responded to the engagement process indicated that strong community growth in recent years has placed increased demand on existing facilities. To meet this demand, upgrades to key facilities such as parks, playgrounds, outdoor rinks, and outdoor courts are needed. Stakeholders also suggested the development of a fieldhouse, additional indoor ice sheet, outdoor amphitheatre, and an indoor arts/culture facility.

Stakeholders would like to see increased awareness, promotion, and signage for recreation, parks, and culture opportunities while staff identified the opportunity for greater Town involvement in programming where gaps exist. Many groups indicated that enhanced programming would be possible with new or upgraded facilities as space allocation has become a challenge. The top barrier identified by groups was the need for new facilities such as an ice sheet, ball diamonds, and fieldhouse to support growth.

As the fastest growing municipality in the region, stakeholder groups are anticipating sustained growth over the next 5 years and are willing to pay increased user fees to provide enhanced facilities and programs. The top results from the stakeholder engagement process are shown in the following figure.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>• Additional ice surface</li> <li>• Fieldhouse</li> <li>• Facility space for adult programming</li> <li>• Performing arts and culture space</li> <li>• Curling rink maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Outdoor courts for tennis, pickleball, and basketball</li> <li>• Additional ball diamonds</li> <li>• Dog park</li> <li>• Outdoor rinks (boarded and unboarded)</li> <li>• Improved playgrounds</li> <li>• Improved parks</li> <li>• Expanded and interconnected trail system</li> <li>• Wind fencing at outdoor courts</li> <li>• Bike park</li> </ul>
Programming Requests	Visitation Requests
<ul style="list-style-type: none"> <li>• Adult programming</li> <li>• Improved regional collaboration between sport groups (e.g. minor hockey)</li> </ul>	<ul style="list-style-type: none"> <li>• Additional facilities to support sport tourism (e.g. hockey, baseball)</li> <li>• Event hosting supports (e.g. funding, capacity building, processes, etc.)</li> </ul>

### Council Input Workshop

Councillors spoke of the importance of recreation, parks, and culture and the impact that its loss due to COVID-19 has had on the community. Council also affirmed recreation, parks, and culture services are essential to the vibrancy of the community and its brand. The top facility and programming requests expressed through the workshop are in the following figure.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>Fieldhouse</li> <li>Twinning the arena</li> <li>MPLC</li> <li>Performing arts facility</li> </ul>	<ul style="list-style-type: none"> <li>Expanded trail network (local and regional)</li> <li>More playgrounds and play structures in new neighbourhoods</li> </ul>
Programming Requests	
<ul style="list-style-type: none"> <li>Expanded programming at the golf course</li> <li>Skill building programs</li> </ul>	

### Village of Cremona

#### Resident Survey Results

The following responses were received from survey respondents that identified as residents of the Village of Cremona.

#### Indoor Recreation Facility Requests

In terms of indoor facilities, respondents were most in favour of a new or improved:

- running/walking track (31%)
- youth centre (28%)
- fitness centre (17%)
- aquatic facilities (17%)

#### Indoor Programming Requests

Respondents most supported new or improved indoor activities focused on:

- education and skill-building (38%)
- fitness (31%)
- culture (28%)
- gyms/courts (24%)
- aquatics (24%)

#### Outdoor Facility Requests

In terms of outdoor facilities, respondents were most in favour of new or improved:

- spray parks (38%)
- campgrounds (28%)
- ball diamonds (17%)
- dog parks (17%)
- outdoor pools (17%)
- public nature parks (17%)
- skate parks (17%)

#### Outdoor Program Requests

Respondents supported new or improved outdoor activities focused on:

- education and skill-building (45%)
- parks/trails (31%)
- courts (28%)
- culture (24%)

**Level of Satisfaction with Facilities**

Respondents indicated they are more satisfied than dissatisfied with existing indoor facilities (38% satisfied vs 24% dissatisfied) and equally satisfied/dissatisfied with outdoor facilities (28% satisfied vs 28% dissatisfied).

**Level of Satisfaction with Programs**

Respondents indicated they are more satisfied than dissatisfied with existing indoor programs (48% satisfied vs 21% dissatisfied) and equally satisfied/dissatisfied with outdoor programs (30% satisfied vs 30% dissatisfied).

**Level of Satisfaction with Opportunities (By Age)**

Respondents were most satisfied with recreation, parks, and culture opportunities for children (46%) and families (42%) and most dissatisfied with opportunities for youth (50%) and adults (50%).

**Quality of Life**

A majority of respondents strongly agreed (28%) or agreed (62%) that recreation, parks, and culture opportunities are important to their quality of life.

**Barriers to Participation**

Many respondents indicated they are prevented from participating in recreation, parks, and cultural activities most often because:

- there is a lack of facilities (50%)
- the programs are not offered (46%)
- distance to facilities/programs (32%)
- program schedule/time (25%)

**Support for Regional Facilities**

50% of respondents indicated they would travel up to 30 minutes (one way) to access enhanced regional facilities. 14% of respondents indicated they would not.

**Support for Increased Taxation**

55% of respondents indicated support for an increase in property taxes to support recreation, parks, and culture needs.

**Support for Increased User Fees**

66% of respondents indicated support for an increase in user fees to support recreation, parks, and culture needs.

**Youth Engagement**

Respondents are largely satisfied with the current provision of indoor and outdoor facilities and programs. They indicated that a lack of awareness of services/facilities, lack of facilities, and overcrowded facilities were the top barriers to participation.

The top facility and programming requests expressed by respondents are in the following figure.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>• Fitness centre</li> <li>• Fieldhouse</li> </ul>	<ul style="list-style-type: none"> <li>• Boat launches and water access</li> <li>• Festival/event spaces</li> <li>• Football fields</li> </ul>
Programming Requests	
<ul style="list-style-type: none"> <li>• Performing arts programs</li> <li>• Education/skill-building programs</li> <li>• Field programs</li> <li>• Visual arts programs</li> <li>• Cultural programs</li> <li>• Fitness programs</li> <li>• Gym/court programs</li> <li>• Skating programs</li> </ul>	

**Stakeholder Engagement**

The Cremona and District Agricultural Society, Curling Club, and Community Hall shared some insight into the current state of the facilities and local recreation and culture. The requests of these organizations are shown in the following figure.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>• Arena floor could be upgraded</li> </ul>	<ul style="list-style-type: none"> <li>• Increased picnic tables and seating at Davidson Park</li> <li>• Upgraded parking at the Curling Club and Community Hall</li> </ul>

## Council Presentation

An information session was provided to Village Council describing the project purpose and process.

## Town of Didsbury

### Resident Survey Results

The following responses were received from survey respondents that identified as residents of the Town of Didsbury.

#### Indoor Recreation Facility Requests

In terms of indoor facilities, respondents were most in favour of a new or improved:

- fitness centre (32%)
- running/walking track (27%)
- library (26%)
- indoor playground (25%)

#### Indoor Programming Requests

Respondents most supported new or improved indoor activities focused on:

- education and skill-building (47%)
- fitness (35%)
- culture (27%)
- gyms/courts (26%)

#### Outdoor Facility Requests

In terms of outdoor facilities, respondents were most in favour of new or improved:

- trails (44%)
  - non-motorized paved (16%)
  - non-motorized granular (12%)
  - groomed x-country (12%)
  - motorized (3%)
  - equestrian (1%)
- spray parks (32%)
- public nature parks (23%)
- dog parks (22%)

## Outdoor Program Requests

Respondents most supported new or improved outdoor activities focused on:

- education and skill-building (43%)
- parks/trails (38%)
- courts (32%)
- fitness (27%)

#### Level of Satisfaction with Facilities

Respondents indicated they are more satisfied than dissatisfied with existing indoor facilities (38% satisfied vs 22% dissatisfied). However, respondents are more dissatisfied than satisfied with outdoor facilities (40% dissatisfied vs 25% satisfied).

#### Level of Satisfaction with Programs

Respondents indicated they are more dissatisfied than satisfied with existing indoor programs (30% dissatisfied vs 26% satisfied) and outdoor programs (36% dissatisfied vs 17% satisfied).

#### Level of Satisfaction with Opportunities (By Age)

Respondents were most satisfied with recreation, parks, and culture opportunities for families (41%) and children (38%) and most dissatisfied with opportunities for youth (52%) and adults (45%).

#### Quality of Life

An overwhelming number of respondents strongly agreed (45%) or agreed (45%) that recreation, parks, and culture opportunities are important to their quality of life.

#### Barriers to Participation

Many respondents indicated they are prevented from participating in recreation, parks, and cultural activities most often because:

- the programs are not offered (48%)
- there is a lack of facilities (40%)
- they are unaware of services/facilities/programs (31%)
- program schedule/time (25%)

#### Support for Regional Facilities

56% of respondents indicated they would travel up to 30 minutes (one way) to access enhanced regional facilities. 21% of respondents indicated they would not.

**Support for Increased Taxation**

66% of respondents indicated support for an increase in property taxes to support recreation, parks, and culture needs.

**Support for Increased User Fees**

61% of respondents indicated support for an increase in user fees to support recreation, parks, and culture needs.

**Community Engagement Sessions**

Residents and stakeholders identified the need for upgrades to existing facilities, including the arena, pool, library, trails, and outdoor courts as top priorities for the community. They also spoke of the desire to develop new facilities, such as a fieldhouse, indoor track, fitness centre, gymnasium space, and parks. Participants stated that the Town could benefit from more festivals, events, and expanded programming at the library.

The top requests identified through the online engagement sessions are noted in the following table.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>• Arena upgrades (e.g. additional change rooms and ice surfaces)</li> <li>• Pool upgrades (e.g. spectator seating and lighting)</li> <li>• Pool expansion (e.g. splash park, climbing wall, bouncy house room)</li> <li>• Fitness facility with workout equipment and access to trainers</li> <li>• Gymnasium or multi-use facility for basketball, badminton, and pickleball</li> <li>• Fieldhouse with indoor track</li> <li>• Library expansion</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded and interconnected trail system</li> <li>• Tennis court upgrades (resurfacing)</li> <li>• Outdoor rinks</li> <li>• Basketball court upgrades (new nets)</li> <li>• Downtown park</li> </ul>

Programming Requests	Visitation Requests
<ul style="list-style-type: none"> <li>• Cultural festivals</li> <li>• Music festivals</li> <li>• Accessible park programs for kids</li> <li>• Expanded library programming</li> </ul>	<ul style="list-style-type: none"> <li>• Niche farming events</li> <li>• Fairs with rodeo events and parades</li> <li>• Accommodations (e.g. hotels and campgrounds)</li> </ul>

**Youth Engagement**

Participants identified indoor facilities including the library and Didsbury Memorial Complex as needing improvements. Ideas included expanding the library space, adding a study area and additional books. The Memorial Complex upgrade ideas included new sport courts, fitness equipment and walking paths. Participants also suggested indoor courts for basketball, volleyball or badminton, a performing arts centre that could be utilized by school bands and a rock-climbing wall.

Youth listed several outdoor sport facilities that need to be improved including the tennis courts, skatepark, sand volleyball courts, running track, soccer fields, rink and sledding hill. Participants agreed that the tennis courts should be moved to a more accessible location, the running track needs resurfacing, and the sand volleyball courts could be expanded with new sand added. Upgrade ideas for the outdoor rink included an expanded ice surface along with the addition of a shelter, benches, fire pits, and lights.

Ideas for new outdoor facilities included badminton courts, a spray park, cross country or snowshoe paths, an ice loop path, and outdoor batting cages. The old high school field was identified as a location for an outdoor multi-use facility that could be used for a variety of outdoor sports (e.g. basketball courts), paved walking paths and benches, picnic tables and trees. Youth were excited about the potential of developing an outdoor screen for watching movies in this location.

Youth also highlighted that a lack of facilities and programs were the top barriers to participation. The top facility and programming requests expressed through the session are in the following figure.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>• Sport courts</li> <li>• Performing arts centre</li> <li>• Teen hangout space</li> <li>• Rock climbing wall</li> <li>• Fieldhouse</li> <li>• Expanded library</li> </ul>	<ul style="list-style-type: none"> <li>• Upgraded rink</li> <li>• Badminton facility</li> <li>• Expanded bike and walking paths</li> <li>• More parks to play outdoor sports</li> <li>• Dog park improvements (e.g. more space and greenery)</li> <li>• Paved court spaces</li> <li>• Spray park</li> </ul>
Programming Requests	
<ul style="list-style-type: none"> <li>• Fitness programs</li> <li>• Football program</li> <li>• Community sports clubs/teams and programs for basketball, volleyball, tennis or badminton</li> <li>• Theatre programs</li> <li>• Alleyway mural painting</li> <li>• Festivals (e.g. art shows, harvest festival or farming event)</li> <li>• Outdoor concerts</li> <li>• Winter festival (e.g. zoo lights)</li> </ul>	

The top barriers identified by groups were the need for improved affordability and enhanced facilities. Most stakeholder groups are anticipating growth annually over the next 5 years and are willing to pay increased user fees to provide enhanced facilities and programs. The top results from the stakeholder engagement process are shown in the following figure.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>• Library expansion</li> <li>• Regional fieldhouse</li> <li>• Multi-use arts and culture centre (theatre or event space)</li> <li>• Pool upgrades (e.g. spectator seating and lighting)</li> </ul>	<ul style="list-style-type: none"> <li>• Ball diamond upgrades and expansion</li> <li>• Playground upgrades</li> <li>• Skatepark</li> <li>• Additional trails and parks</li> <li>• Enhanced accessibility</li> <li>• Upgraded dog park</li> </ul>
Programming Requests	Visitation Requests
<ul style="list-style-type: none"> <li>• Off-season programming to improve facility utilization</li> <li>• Regional coordination and collaboration</li> <li>• Senior’s programs</li> <li>• Youth programs</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced provision and promotion of arts and culture programs</li> </ul>

### Stakeholder Engagement

Stakeholders who responded to the engagement process indicated that their organization, the Town, and residents would benefit most from upgrades and expansions to existing facilities, such as the arena, pool, library, ball diamonds, soccer fields, trails, and outdoor courts. Stakeholders also indicated a need for new facilities including as a mid-size multipurpose arts/culture/event space, ball diamonds, dry floor space, and outdoor rinks.

Stakeholders communicated that many of the barriers their organizations are facing would be reduced by facility upgrades, which would allow them to expand programming and capacity for tournaments and events. Staff indicated that the Town could expand its direct provision of programming where gaps exist in the community.

### Council Input Workshop

Councillors were in agreement on the importance of recreation, parks, and culture and identified the community’s offering as a point of pride. Council also spoke of the success of local music programs and the volunteer base. The top facility and programming requests expressed through the workshop are in the following figure.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>Facility maintenance and upkeep</li> </ul>	<ul style="list-style-type: none"> <li>Outdoor courts (basketball, tennis)</li> <li>Expanded trail network (local and regional)</li> </ul>
Programming Requests	
<ul style="list-style-type: none"> <li>Senior’s programming</li> <li>Activities for all ages</li> <li>Continuation of alley art program</li> </ul>	

### Mountain View County

#### Resident Survey Results

The following responses were received from survey respondents that identified as rural residents of Mountain View County.

#### Indoor Recreation Facility Requests

In terms of indoor facilities, respondents were most in favour of a new or improved:

- indoor playground (18%)
- running/walking track (17%)
- fieldhouse (15%)
- arena ice surface (14%)

#### Indoor Programming Requests

Respondents most supported new or improved indoor activities focused on:

- education and skill-building (41%)
- gym/court (26%)
- fitness (24%)
- culture (20%)

#### Outdoor Facility Requests

In terms of outdoor facilities, respondents were most in favour of new or improved:

- trails (48%)
  - non-motorized granular (13%)
  - non-motorized paved (12%)
  - groomed x-country (12%)
  - equestrian (7%)
  - motorized (5%)
- tennis/pickleball courts (21%)
- outdoor rinks (17%)
- dog parks (16%)
- public nature parks (16%)

#### Outdoor Program Requests

Respondents supported new or improved outdoor activities focused on:

- education and skill-building (44%)
- courts (38%)
- parks/trails (30%)
- culture (18%)



**Level of Satisfaction with Facilities**

Respondents indicated they are more satisfied than dissatisfied with existing indoor facilities (54% satisfied vs 21% dissatisfied) and outdoor facilities (35% satisfied vs 23% dissatisfied).

**Level of Satisfaction with Programs**

Respondents indicated they are more satisfied than dissatisfied with existing indoor programs (38% satisfied vs 17% dissatisfied) and outdoor programs (28% satisfied vs 20% dissatisfied).

**Level of Satisfaction with Opportunities (By Age)**

Respondents were most satisfied with recreation, parks, and culture opportunities for children (43%) and families (42%) and most dissatisfied with opportunities for youth (25%) and adults (24%).

**Quality of Life**

A large majority of respondents strongly agreed (33%) or agreed (41%) that recreation, parks, and culture opportunities are important to their quality of life.

**Barriers to Participation**

Many respondents indicated they are prevented from participating in recreation, parks, and cultural activities most often because:

- they are unaware of services/facilities/programs (35%)
- the programs are not offered (34%)
- there is a lack of facilities (32%)

**Support for Regional Facilities**

72% of respondents indicated they would travel up to 30 minutes (one way) to access enhanced regional facilities. 9% of respondents indicated they would not.

**Support for Increased Taxation**

60% of respondents indicated support for an increase in property taxes to support recreation, parks, and culture needs.

**Support for Increased User Fees**

57% of respondents indicated support for an increase in user fees to support recreation, parks, and culture needs.

**Community Engagement Sessions**

Participants represented several stakeholder groups in Sundre, Carstairs, Didsbury, and Mountain View County. They provided input on a variety of general and community-specific recreation, parks, and culture needs. Participants stressed the need for the Mountain View Regional Parks, Recreation and Culture Master Plan to coordinate efforts between municipalities. It was suggested that a group of people from each municipal partner could lead this work to benefit the whole region. Participants see many great opportunities in the region to coordinate information for residents and potential visitors (e.g. location of campgrounds). The top requests identified through the online engagement sessions are summarized next.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>• Multi-use sports facility</li> <li>• Fitness facility</li> <li>• Sundre Aquaplex maintenance</li> <li>• Carstairs curling rink maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Pickleball courts in Sundre</li> <li>• Trail maintenance</li> <li>• Baseball diamond upgrades (e.g. lights)</li> <li>• Outdoor fitness opportunities</li> </ul>
Programming Requests	Visitation Requests
<ul style="list-style-type: none"> <li>• Regional program manager</li> <li>• Track and field program</li> <li>• Arts and culture opportunities (e.g. painting, dance)</li> <li>• Additional library programming</li> </ul>	<ul style="list-style-type: none"> <li>• Overall facility improvements to attract bigger tournaments (e.g. baseball in Sundre)</li> <li>• Additional accommodations (e.g. hotels and campgrounds)</li> </ul>

### Youth Engagement

Respondents are largely satisfied with the current provision of indoor and outdoor facilities and programs. They indicated that program schedule/time, overcrowded facilities, and a lack of programs were the top barriers to participation.

The top facility and programming requests expressed by youth are in the following figure.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>• Aquatic facilities</li> <li>• Fitness centre</li> <li>• Large event space</li> </ul>	<ul style="list-style-type: none"> <li>• Public nature parks</li> <li>• Outdoor pool</li> </ul>
Programming Requests	
<ul style="list-style-type: none"> <li>• Aquatics programs</li> <li>• Fitness programs</li> <li>• Park/trail programs</li> <li>• Field programs</li> <li>• Court programs</li> <li>• Education/skill-building programs</li> </ul>	

### Stakeholder Engagement

Stakeholders largely identified the need for upgrades and maintenance to popular regional facilities to support continued operations, expanded programming, and increased visitation. The top results from the stakeholder engagement process are shown next.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>• Foothills Curling Club upgrades</li> <li>• Upgrades to Coburn Community Club</li> </ul>	<ul style="list-style-type: none"> <li>• Increased picnic tables and seating at Davidson Park</li> <li>• Expanded overnight camping at Hiller’s Dam</li> <li>• Upgrades to Coburn Community Club playground area</li> </ul>
Programming Requests	Visitation Requests
<ul style="list-style-type: none"> <li>• Enhanced curling programs</li> <li>• Ski programs</li> </ul>	<ul style="list-style-type: none"> <li>• Ski tours and events</li> </ul>

### Council Input Workshop

Councillors were in agreement on the importance of recreation, parks, and culture and the County’s continued support of regional facilities and stakeholder groups. Councillors highlighted that many rural residents recreate on their own land and that this should be considered when assessing future facility and program needs. The top facility and programming requests expressed through the workshop are in the following figure.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>• Enhanced and expanded community halls</li> </ul>	<ul style="list-style-type: none"> <li>• Regional signage and wayfinding</li> <li>• Regional trail expansion that does not interfere with landowners</li> </ul>
Programming Requests	
<ul style="list-style-type: none"> <li>• Enhanced programming at existing facilities</li> <li>• Greater facility utilization</li> </ul>	

## Town of Olds

### Resident Survey Results

The following responses were received from survey respondents that identified as residents of the Town of Olds.

#### Indoor Recreation Facility Requests

In terms of indoor facilities, respondents were most in favour of a new or improved:

- indoor playground (27%)
- climbing wall (25%)
- fieldhouse (20%)
- aquatic facilities (19%)

#### Indoor Programming Requests

Respondents most supported new or improved indoor activities focused on:

- education and skill-building (52%)
- gyms/courts (25%)
- culture (23%)
- aquatics (21%)

#### Outdoor Facility Requests

In terms of outdoor facilities, respondents were most in favour of new or improved:

- trails (43%)
  - non-motorized paved (18%)
  - groomed x-country (10%)
  - non-motorized granular (9%)
  - motorized (3%)
  - equestrian (3%)
- outdoor rinks (24%)
- tennis/pickleball courts (21%)
- public nature parks (20%)
- sledding hills (19%)
- outdoor pools (19%)

#### Outdoor Program Requests

Respondents most supported new or improved outdoor activities focused on:

- education and skill-building (44%)
- courts (40%)

- parks/trails (35%)
- culture (19%)

#### Level of Satisfaction with Facilities

Respondents indicated they are more satisfied than dissatisfied with existing indoor facilities (54% satisfied vs 19% dissatisfied) and outdoor facilities (43% satisfied vs 26% dissatisfied).

#### Level of Satisfaction with Programs

Respondents indicated they are more satisfied than dissatisfied with existing indoor programs (38% satisfied vs 22% dissatisfied) and outdoor programs (33% satisfied vs 24% dissatisfied).

#### Level of Satisfaction with Opportunities (By Age)

Respondents were most satisfied with recreation, parks, and culture opportunities for children (59%) and families (53%) and most dissatisfied with opportunities for youth (30%) and adults (29%).

#### Quality of Life

An overwhelming number of respondents strongly agreed (46%) or agreed (46%) that recreation, parks, and culture opportunities are important to their quality of life.

#### Barriers to Participation

Many respondents indicated they are prevented from participating in recreation, parks, and cultural activities most often because:

- the programs are not offered (42%)
- there is a lack of facilities (36%)
- they are unaware of services/facilities/programs (33%)
- program schedule/time (23%)

#### Support for Regional Facilities

63% of respondents indicated they would travel up to 30 minutes (one way) to access enhanced regional facilities. 17% of respondents indicated they would not.

#### Support for Increased Taxation

63% of respondents indicated support for an increase in property taxes to support recreation, parks, and culture needs.

**Support for Increased User Fees**

55% of respondents indicated support for an increase in user fees to support recreation, parks, and culture needs.

**Community Engagement Sessions**

Residents and stakeholders identified the need for new facilities, such as an additional indoor ice sheet, a gymnastics facility, programmable multipurpose space, fieldhouse, and potentially a multipurpose leisure centre (MPLC) to house a variety of new amenities in one place. Participants also spoke of the need to develop improved outdoor courts for tennis and pickleball, a toboggan hill, and a larger, more interconnected trail system.

Participants stated that there is still a need in the community for additional ball diamonds to accommodate practices and games and additional arena change rooms to accommodate demand.

The top requests identified through the online engagement sessions are noted in the table next.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>Indoor ice sheet</li> <li>Arena upgrades (e.g. additional change rooms)</li> <li>Gymnastics facility</li> <li>Multipurpose space (e.g. banquet and programmable space)</li> <li>Fieldhouse</li> <li>MPLC</li> </ul>	<ul style="list-style-type: none"> <li>Additional interconnected trails in town</li> <li>Tennis/pickleball courts</li> <li>Toboggan hill</li> <li>Baseball/softball diamonds</li> </ul>
Programming Requests	Visitation Requests
<ul style="list-style-type: none"> <li>Standardized facility and program booking system</li> </ul>	<ul style="list-style-type: none"> <li>Additional ice surface to host more tournaments</li> <li>Local campgrounds</li> <li>Regional bike trails</li> </ul>

Participants also highlighted the need to be strategic about recreation development. There is a desire to “come together as a region” and consider what will give regional residents the best value for their investment.

**Youth Engagement**

For indoor recreation facilities, youth identified the need for indoor sport courts and upgrades to the pool as their top priorities. Youth advocated for a public sport court facility for basketball to complement the current outdoor courts. Suggested upgrades to the pool included an additional pool, waterslide, wave pool, whirlpool, and larger deck surface.

Participants also indicated the need for upgraded amenities at the Olds Sportsplex arena. Additional ice surfaces, expanded change rooms, new food vendors, updated shower facilities including pressure and temperature adjustments, and an overall updated “look” to the outdated appearance were the ideas brought forth.

The top requests identified for outdoor facilities included expanding the skatepark, building an outdoor rink, and resurfacing and expanding the running track. Specific ideas for the skatepark included more parking, a bigger skatepark, and more features like ramps, rails, and pipes. Youth would also like to see an outdoor pool developed. When thinking through priorities and needs, one participant shared that upgrades to the indoor pool should be prioritized over building an outdoor pool. Youth also suggested increasing the size of the running track and the current shale surface replaced with rubber.

The top barriers to participation for youth survey respondents were a lack of programs, lack of time, lack of facilities, and cost.

The top facility and programming requests expressed through the sessions are outlined in the following table.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>• Climbing wall</li> <li>• Fieldhouse</li> <li>• Sport court facility</li> <li>• Expanded and upgraded pool</li> <li>• Expanded and updated arena</li> <li>• Indoor playground</li> <li>• Skatepark</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded and upgraded skatepark</li> <li>• Expanded and upgraded running track</li> <li>• Outdoor rink</li> <li>• Sport courts (e.g. tennis, pickleball, basketball)</li> <li>• Football field</li> <li>• Volleyball courts</li> <li>• Trails</li> </ul>
Programming Requests	
<ul style="list-style-type: none"> <li>• Rodeo and wagon races (e.g. chucks or mini chucks)</li> <li>• Zumba programming at the pool</li> <li>• Water polo</li> <li>• Community based cooking classes</li> <li>• Art classes</li> <li>• E-sports</li> </ul>	

### Stakeholder Engagement

Many stakeholders who responded to the engagement process indicated that their organization, the Town, and residents would benefit from improvements to critical facilities such as the arena, pool, outdoor rinks, rectangular fields, outdoor courts, trails, and Community Learning Campus. Stakeholders also identified the need for new facilities to support community growth such as a fieldhouse, arts and culture space, and gymnastics facility.

Stakeholders indicated the need to provide enhanced activities and programming for all ages. Respondents identified programs focused on youth, arts/culture, the outdoors, skating, and sports as most important to develop. Staff indicated that the Town could expand its direct provision of programming where gaps exist in the community.

The top barriers for most groups were competition for prime facility times, lack of facility accessibility, and affordability. Most stakeholder groups are anticipating growth annually over the next 5 years. To better serve their participants, a majority

of stakeholder survey respondents are willing to pay increased user fees to provide enhanced facilities and programs. The top results from the stakeholder engagement process are shown in the following figure.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>• Additional ice surface</li> <li>• Fieldhouse with indoor track</li> <li>• Community multipurpose space or arts and culture centre (in partnership with local organizations)</li> <li>• Storage space</li> <li>• MPLC</li> <li>• Pool upgrades and expansion (e.g. leisure elements)</li> <li>• Gymnastics facility</li> <li>• Improved utilization of the Olds Regional Exhibition (e.g. potential repurposing of facilities into fieldhouses)</li> <li>• Upgrades to the CLC’s theatre and track</li> </ul>	<ul style="list-style-type: none"> <li>• More ball diamonds and improved maintenance</li> <li>• Additional football field separate from the college with washrooms and change rooms</li> <li>• Outdoor rinks (boarded and unboarded)</li> <li>• Expanded and interconnected trail network</li> <li>• Enhanced dog park</li> <li>• Enhanced parks and playgrounds (improved greenery and accessibility)</li> <li>• Outdoor court upgrades</li> <li>• Skatepark</li> <li>• Improved utilization of the Olds Regional Exhibition for events</li> </ul>
Programming Requests	Visitation Requests
<ul style="list-style-type: none"> <li>• Youth programming (e.g. sport, educational, arts, culture)</li> <li>• More direct delivery where gaps exist</li> <li>• Improved arena sharing for hockey, lacrosse, and other activities</li> <li>• Arts and culture programming</li> <li>• Outdoor activities for all ages</li> <li>• Expanded gymnastics programming for children</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced facilities to support sport tourism (e.g. swim meets, Alberta Gymnastics Federation events, tournaments)</li> <li>• Improved public restrooms, walking paths, and parking at facilities</li> <li>• Collaborative promotion of facilities</li> </ul>

### Council Input Workshop

Councillors were in agreement on the importance of recreation, parks, and culture as a means to promote physical and mental health, attract and retain residents, promote tourism, and support broader economic development. Councillors identified similar indoor and outdoor facility needs as the community and were largely in agreement with the need for more affordable and accessible programs for all ages. The top facility and programming requests expressed through the workshop are in the following figure.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>MPLC (potentially combined with a civic centre)</li> <li>Fieldhouse</li> <li>Enhanced library space</li> </ul>	<ul style="list-style-type: none"> <li>Outdoor courts (tennis and pickleball)</li> <li>Campground</li> <li>Outdoor rink (boarded)</li> <li>Trails</li> <li>Outdoor fitness equipment</li> </ul>
Programming Requests	
<ul style="list-style-type: none"> <li>Age-friendly activities and programs</li> <li>Improved affordability and accessibility</li> </ul>	

### Town of Sundre

#### Resident Survey Results

The following responses were received from survey respondents that identified as residents of the Town of Sundre.

#### Indoor Recreation Facility Requests

In terms of indoor facilities, respondents were most in favour of a new or improved:

- running/walking track (32%)
- climbing wall (23%)
- youth centre (17%)
- arena – ice surface (17%)

#### Indoor Programming Requests

Respondents most supported new or improved indoor activities focused on:

- education and skill-building (37%)
- fitness (33%)
- gym/court (28%)
- culture (28%)

#### Outdoor Facility Requests

In terms of outdoor facilities, respondents were most in favour of new or improved:

- trails (52%)
  - non-motorized paved (18%)
  - non-motorized granular (10%)
  - motorized (10%)
  - groomed x-country (10%)
  - equestrian (3%)
- dog parks (35%)
- bike parks (22%)
- spray parks (20%)

#### Outdoor Program Requests

In alignment with indoor programming needs, respondents supported new or improved outdoor activities focused on:

- education and skill-building (38%)
- courts (37%)
- parks/trails (33%)
- culture (18%)

**Level of Satisfaction with Facilities**

Respondents indicated they are marginally more satisfied than dissatisfied with existing indoor facilities (38% satisfied vs 25% dissatisfied) and outdoor facilities (38% satisfied vs 33% dissatisfied).

**Level of Satisfaction with Programs**

Respondents indicated they are slightly more satisfied than dissatisfied with existing indoor programs (28% satisfied vs 27% dissatisfied) and outdoor programs (36% satisfied vs 24% dissatisfied).

**Level of Satisfaction with Opportunities (By Age)**

Respondents were most satisfied with recreation, parks, and culture opportunities for adults (45%) and families (39%) and most dissatisfied with opportunities for youth (38%) and children (21%).

**Quality of Life**

An overwhelming number of respondents strongly agreed (42%) or agreed (38%) that recreation, parks, and culture opportunities are important to their quality of life.

**Barriers to Participation**

Many respondents indicated they are prevented from participating in recreation, parks, and cultural activities most often because:

- the programs are not offered (40%)
- there is a lack of facilities (25%)
- they are unaware of services/facilities/programs (22%)

**Support for Regional Facilities**

54% of respondents indicated they would travel up to 30 minutes (one way) to access enhanced regional facilities. 25% of respondents indicated they would not.

**Support for Increased Taxation**

62% of respondents indicated support for an increase in property taxes to support recreation, parks, and culture needs.

**Support for Increased User Fees**

63% of respondents indicated support for an increase in user fees to support recreation, parks, and culture needs.

**Community Engagement Sessions**

Participants provided insight into current needs regarding parks, recreation, and culture in the community. Participants identified the need for new facilities such as a dog park, splash park, indoor playground with a ball pit, and a climbing wall.

Participants also indicated their appreciation for existing facilities but mentioned that improvements could be made to local trails and pathways, Snake Hill Recreation Area, the tennis courts, and river access points.

The top requests identified through the online engagement sessions are noted in the following table.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>• Drop in sports facility</li> <li>• Gym</li> <li>• Climbing wall</li> <li>• Indoor playground with ball pit</li> <li>• Bowling facility</li> </ul>	<ul style="list-style-type: none"> <li>• Sledding hill maintenance</li> <li>• Tennis court upgrades</li> <li>• Splash park</li> <li>• Trails and pathways maintenance</li> <li>• Dog park</li> <li>• Bike park</li> <li>• Boat launch</li> </ul>
Programming Requests	Visitation Requests
<ul style="list-style-type: none"> <li>• Sporting events (e.g. bike/fat bike and cross country skiing)</li> <li>• Adventure sports (e.g. mountain biking, archery, kayaking)</li> <li>• Cultural festivals</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of golf courses</li> <li>• Promotion of the West Country</li> <li>• Promotion of local retreats and getaways</li> <li>• Public art</li> <li>• Public restrooms</li> </ul>

### Youth Engagement

Participants were largely in agreement that local youth need a social “hangout” facility that could include a space for playing board games, comfortable seating, food options, public wifi, and drop in gym opportunities. They also suggested upgrades and expansion of important outdoor facilities, such as the skatepark, sledding hill, tennis courts, and trails. Youth survey respondents are largely satisfied with the current provision of indoor and outdoor facilities and programs. They indicated that a lack of programs, lack of time, and program scheduling were the top barriers to participation.

The top facility and programming requests expressed through youth engagement are in the following figure.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>Gymnasium space with sport courts (e.g. basketball and volleyball)</li> <li>Fitness facility that is affordable for teens</li> <li>Library expansion and upgrades</li> <li>Youth centre</li> <li>Farmer’s Market expansion and reduced booth fees for teens</li> <li>Climbing wall</li> <li>Community multipurpose space</li> </ul>	<ul style="list-style-type: none"> <li>Bike parks</li> <li>Skatepark expansion</li> <li>Sledding hill maintenance</li> <li>Upgraded tennis courts</li> <li>Multi-use social and fitness space (e.g. swings, benches, picnic tables and body weight fitness equipment)</li> <li>Splash park</li> <li>Trails and pathways maintenance</li> <li>Dog park</li> </ul>
Programming Requests	
<ul style="list-style-type: none"> <li>Movie nights (indoor/outdoor)</li> <li>Festivals and events</li> <li>Cultural events</li> <li>Arts programs</li> <li>Youth nights</li> <li>Mechanized events (e.g. go-kart and dirt bike races)</li> <li>Gym/court programs</li> <li>Educational/skill-building programs</li> <li>Park/trail programs</li> <li>Field programs</li> <li>Golf programs</li> </ul>	

### Stakeholder Engagement

Stakeholders indicated that they are largely satisfied with existing facilities, but some improvements could be made to reduce barriers, improve programming, and increase participation. Ideas included upgraded shale, lights, and fences at the ball diamonds, tennis court upgrades, new Arts Centre flooring, and an expanded trail system.

Some stakeholder groups are anticipating growth annually over the next 5 years for outdoor activities and are willing to pay increased user fees to provide enhanced facilities and programs. The top results from the stakeholder engagement process are shown in the following figure.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>Multiplex facility</li> <li>Arena upgrades</li> <li>Sundre Arts Development Centre expansion</li> <li>Youth centre</li> </ul>	<ul style="list-style-type: none"> <li>Baseball diamond maintenance (new shale, lights, and fences)</li> <li>Baseball diamond upgrades (bigger fields for older U18 division)</li> <li>Tennis court upgrades</li> <li>Expanded trail system with more amenities (e.g. signage, toilets, tables, information kiosks, fire pits)</li> <li>Bike park or pump track</li> <li>Outdoor pickleball courts</li> </ul>
Programming Requests	Visitation Requests
<ul style="list-style-type: none"> <li>Educational programs for seniors</li> <li>Improved support for local volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Host baseball tournaments in older divisions like U18</li> <li>Improved promotion and awareness of programs, events, and opportunities</li> <li>Improved public restrooms and outdoor amenities</li> <li>Expanded opportunities for biking</li> </ul>



### Council Input Workshop

Councillors agreed on the importance of recreation, parks, and culture and the impact that it has on resident and visitor attraction and retention. Council also indicated a desire for greater accessibility, inclusivity, and collaboration. The top facility and programming requests expressed through the workshop are in the following figure.

Indoor Facility Requests	Outdoor Facility Requests
<ul style="list-style-type: none"> <li>• New arena with indoor walking track</li> <li>• Improved utilization of existing facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Senior’s park</li> <li>• Spray park</li> <li>• Upgrades to existing parks</li> <li>• Passive recreation amenities</li> <li>• Campground expansion</li> </ul>
Programming Requests	Visitation Requests
<ul style="list-style-type: none"> <li>• Regional program coordinator</li> <li>• Programs for seniors</li> <li>• Programs for families</li> <li>• Outdoor programs</li> <li>• Cultural programs</li> </ul>	<ul style="list-style-type: none"> <li>• Upgraded visitor centre</li> <li>• Improved promotion</li> </ul>

# APPENDIX G: Implementation Plan

This section provides a detailed plan for implementing the priorities identified for recreation, parks, and culture in the Mountain View region.

## Categories, Priorities, and Action Item Charts

The Action Plan is divided into categories, priorities, and action items. Priorities are divided into the categories identified in the previous section. Within each priority, specific action items have been established that clearly describe the steps that should be taken to achieve the objective. The action items will also assist the municipal partners in evaluating the success of the plan moving forward. Each action item has been assigned a suggested priority rating, estimated cost, and anticipated timeline for implementation.

### Priority Criteria

- Low Priority (L) There is considerable community benefit, however; because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a lower priority **at this time.**
- Medium Priority (M) There is a considerable community benefit, however; because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a lower priority than high priority items **at this time.**
- High Priority (H) There is a strong community benefit, and because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a high priority **at this time.**

### Cost Criteria

- Low Cost (L) Less than \$25,000
- Medium Cost (M) \$25,000 - \$100,000
- High Cost (H) More than \$100,000

### Implementation Timeline

- Short Term (S) 2022 - 2023
- Medium Term (M) 2024 - 2026
- Long Term (L) 2027 - 2032

### Organizational Lead

Municipal partners administration will be responsible for implementing the master plan. It is expected that the Municipal partners will provide the resources necessary to implement the action items. The Municipal partners are encouraged to seek partnerships with stakeholder groups, neighbouring communities, provincial ministries, and other applicable groups wherever possible to leverage available resources. Residents can also be engaged through task forces and committees to help contribute to implementation.

### Quick Wins



A blue star indicates that an action item is a "Quick Win." Quick wins are actions that can be implemented within a year or two, have a high probability of success and have a relatively low cost.

### Highest Priority Items



An exclamation mark identifies items that should be considered the highest priority in the short term.

### Future Planning, Evaluation, and Reporting

A key component of the success of the Master Plan will be the evaluation of its initiatives. The action plan should be reviewed bi-annually, at which time priorities should be re-evaluated and a discussion of any variances should occur in reference to key performance indicators (KPI's). If new projects are added (or old projects removed) as the plan progresses, this should be done by weighing the relative priority of all projects in the plan. The action plan should be updated on a yearly basis; therefore, the third quarter evaluation period will set the stage for the updated version of the plan. In the fourth quarter, the updated plan should be formalized and a draft approved by the end of the year.

### Implementation Considerations

Attempting to complete all initiatives concurrently will stretch the resources and limit the focus of the municipal partners as they implement the plan. Therefore, it is recommended that implementation of the plan begin with the highest priority items and quick wins.

It should be recognized that this Master Plan is a non-statutory plan whose purpose is to provide direction and guidance. Implementation of the plan may be impacted by a variety of factors, including Council priorities, available resources, and emerging opportunities/challenges in communities.

## Regional Opportunities

### A. Regional Facility Priorities

Master Plan Priorities	Recommendations	Priority	Timeline	Cost	
1. Establish a Classification for “Local” Facilities and “Regional” Facilities	A.1.1 - That the municipal partners accept the facility classification provided in Figure 22 and utilize it as a guideline for future planning purposes.	H	S	L	! ★
2. Study the Feasibility of Developing a Regional Multipurpose Leisure Centre (MPLC)	A.2.1 - Conduct a feasibility study to examine a regional MPLC. The study would confirm several important considerations, including facility components, location, governance structure, operational model, estimated costs (capital and operational), revenue potential, project partners, and next steps toward development.	H	S	M - H	!
3. Develop a Master Plan for a Regional Trails Network	A.3.1 - Develop a Regional Trails Master Plan in the short term. Implementation should occur in the medium to long term with a focus on connecting communities and providing access to important recreation areas in the region. A.3.2 - Undertake a review of all County-owned parcels and explore the feasibility of developing additional trails, day use areas, and tourism development opportunities.	H	S - L	M - H	!
4. Increase Utilization of Existing Ice Arenas and Add Additional Ice	A.4.1 - In the short term, collaborate with arena operators in Cremona, Sundre, and those outside the Mountain View region to shift more ice times to facilities in those communities. A.4.2 - In the medium term, develop another sheet of ice in the region and study the demand for adding a second sheet in the medium to long term. A.4.3 - Expand access to dryland programming space at existing arenas.	H	S - M	H	★
5. Improve Facility Accessibility and Overall Inclusivity	A.5.1 - Conduct accessibility audits of all major facilities in the region and take steps to address deficiencies. A.5.2 - Review all services provided to ensure opportunities are provided for everyone to enjoy, regardless of their culture, age, gender, or ability.	H	S	H	
6. Seek Opportunities to Strengthen Recreation Funding Agreements	A.6.1 - Seek opportunities (through existing agreement review processes) to strengthen funding agreements between the County and the urban municipal partners. Also consider opportunities for urban partners to cost share on needed amenities.	M	S	L	
7. Adopt a Capital Project Evaluation Criteria and Process	A.7.1 - Adopt the capital project evaluation criteria and process outlined in Appendix I.	H	S	L	★
8. Conduct Facility Condition Assessments	A.8.1 - Each municipal partner conduct facility condition assessments and multiyear facility lifecycle plans on its main recreation facilities.	H	S - M	H	

## Regional Opportunities

### B. Regional and Shared Priorities Relating to Collaboration, Programming, and Marketing

Master Plan Priorities	Recommendations	Priority	Timeline	Cost	
1. Establish a Regional Recreation Task Force	B.1.1 - Establish a Regional Recreation Task Force.	H	S	L	! ★
2. Tourism Development	B.2.1 - Develop a regional tourism strategy.	M	M	M	
3. Enhance Indoor and Outdoor Programming	B.3.1 - Each municipal partner expand their role in developing and delivering programs to residents in their community. B.3.2 - That the municipal partners collaborate in their program development efforts to reduce redundancy, and best meet the needs of community members.	H	Ongoing	M	!
4. Increase Utilization of Arts and Culture Facilities	B.4.1 – Seek to increase the utilization of existing arts and culture facilities by supporting the delivery of additional arts and culture programs that respond to community needs.	M	Ongoing	L	
5. Enhance Marketing	B.5.1 – That each municipal partner develop and implement a marketing plan for their parks, recreation and culture offerings. B.5.2 – That the municipal partners explore the opportunity to collaborate on a regional parks, recreation and culture guide that would showcase the full breadth of what the region has to offer.	H	Ongoing	M	
6. Evaluation Procedures	B.6.1 – That each municipal partner put systems in place to receive regular feedback on the service needs of the community and satisfaction levels. B.6.2 – That each municipal partner establish a set of metrics, processes and tactics for tracking amenity usage and facility utilization.	H	Ongoing	L - M	★

### C. Shared Priorities Relating to Policy, Planning, and Development

Master Plan Priorities	Recommendations	Priority	Timeline	Cost	
1. Residential and Commercial Development	C.1.1 - That each municipal partner strengthen development and design standard policies to include opportunities for neighbourhood trail and parks development.	M	S	L	
2. Naming Policy	C.2.1 - That each municipal partner develop a Naming Policy and Committee to evaluate potential names for amenities that reflect local heritage and mitigate risks associated with naming.	M	S	L	
3. Crime Prevention Through Environmental Design (CPTED)	C.3.1 - That each municipal partner consider a Crime Prevention Through Environmental Design (CPTED) approach when planning for future facilities and amenities.	M	Ongoing	L	
4. Allocation for Art	C.4.1 - That each municipal partner considers developing a policy that contributes a certain percentage of annual capital funding to support the development and showcasing of art.	M	M	L	
5. Update the Master Plan After Year 5 of Implementation	C.5.1 - Update the Master Plan after year 5 of implementation.	M	M	H	

## D. Town of Carstairs

### Indoor Facilities

Master Plan Priorities	Recommendations	Priority	Timeline	Cost
1. Participate in the Study of a Regional MPLC to Address Indoor Facility Priorities	D.1.1 - Participate in the Study of a Regional Multipurpose Leisure Centre to explore opportunities to address facility priorities in the community including a fieldhouse/gymnasium, ice surface, indoor playground, and a climbing wall.	H	S	(shared between project partners)
2. Enhance Access to Aquatics Facilities	D.2.1 - Work with municipal partners in the region who have aquatic facilities to find opportunities to increase public access and develop programs to better serve Carstairs residents.	H	S	L
3. Develop a Youth Centre	D.3.1 - Develop a youth centre and support it with ongoing programming.	H	S	L - H
4. Performing Arts Space	D.4.1 - Engage with the arts community to determine opportunities to retrofit existing space, utilize regional facilities or enhance programming to meet needs.	M	M	M



## D. Town of Carstairs

### Outdoor Facilities

Master Plan Priorities	Recommendations	Priority	Timeline	Cost
5. Expand the Local Trail System and Improve Connectivity	D.5.1 - Develop additional paved, granular, and groomed X-country trails within existing and planned park spaces. D.5.2 - Improve connectivity within the trail system. D.5.3 - Develop a trails master plan.	H	S - M	H
6. Enhancement of Parks	D.6.1 - Increase the amount of vegetation in existing park spaces, specifically in Tiny Lafleur Memorial Park and Rodeo Grounds / Sledding Hill park areas D.6.2 - Develop additional outdoor passive recreation facilities, playgrounds, and active sports facilities within existing and planned park spaces.	M	S - M	L - H
7. Develop a Festival and Event Space	D.7.1 - Develop an outdoor all-season festival and event space at Tiny Lafleur Memorial Park. Develop support amenities (e.g. stage, power, lighting, landscaping, washroom facilities).	M	M	H
8. Outdoor Pool	D.8.1 - Explore the feasibility of developing an outdoor pool.	M	M	M
9. Paved Court Spaces	D.9.1 - Develop an additional paved court space in the medium to long term as the population grows.	M	M	M
10. Downtown Revitalization	D.10.1 - Improve the public realm along key downtown streets and better integrate downtown with Memorial Park. D.10.2 - Develop a small-scale family-oriented pocket park or plaza area along 10 Avenue within downtown.	L	M - L	H

### Programming and Service Delivery

Master Plan Priorities	Recommendations	Priority	Timeline	Cost
11. A Regional Destination for All-Season Family-Oriented Recreation	D.11.1 - Brand the community as a regional destination for all-season family oriented recreation.	M	Ongoing	L - H

## E. Village of Cremona

### Indoor Facilities

Master Plan Priorities	Recommendations	Priority	Timeline	Cost	
1. Conduct Facility Condition Assessments	E.1.1 - Work with facility partners to conduct facility condition assessments and a multi-year facility lifecycle plan for the Arena, Curling Club, Community Hall, Municipal Library, and the Gold & Silver Seniors Centre.	H	S	H	!
2. Establish a Space for Youth Programming	E.2.1 - Work with existing facilities, such as the community hall, to offer regular programs geared towards youth.	M	S	L	★
3. Indoor Walking Track	E.3.1 - Participate in the Study of a Regional Multipurpose Leisure Centre to explore opportunities to address facility priorities in the community including an indoor walking track. E.3.2 - Explore opportunities to offer walking and other fitness orientated activities in the community hall.	H	S	(shared between project partners)	

### Outdoor Facilities

Master Plan Priorities	Recommendations	Priority	Timeline	Cost	
4. Skate Park	E.4.1 - Complete the development of a permanent skate park.	M	S	M	
5. Enhance Outdoor Festivals and Events Space	E.5.1 - Enhance outdoor festival and event space near the community hall, arena, and curling club.	M	M	M	
6. Nature Trails Park	E.6.1 - Add additional amenities to Nature Trails Park such as trails, seating, and lighting. E.6.2 - Improve the public realm along Centre Street.	L	M - L	M - H	

### Programming and Service Delivery

Master Plan Priorities	Recommendations	Priority	Timeline	Cost	
7. Increase Utilization of Existing Facilities and Alleviate Regional Demand Pressure	E.7.1 - Increase facility utilization by collaborating with regional municipalities and user groups to book available space in Cremona.	H	S	L	! ★

## F. Town of Didsbury

### Indoor Facilities

Master Plan Priorities	Recommendations	Priority	Timeline	Cost
1. Complete the Library Expansion Project	F.1.1 - Continue to support the library expansion project.	H	S	H
2. Participate in the Study of a Regional MPLC to Address Indoor Facility Priorities	F.2.1 - Participate in the Study of a Regional Multipurpose Leisure Centre to explore opportunities to address facility priorities in the community including a fitness centre, fieldhouse, indoor track, and indoor playground.	H	S	(shared between project partners)
3. Enhance the Aquatic Centre	F.3.1 - Enhance the aquatic facility with more leisure elements and consider increasing seating capacity.	M	M	H
4. Develop a Youth Centre	F.4.1 - Develop a youth centre in the short to medium term. Options to repurpose an existing space or develop a new space into a youth centre should be explored.	M	S - M	L - H
5. Enhance the Change Rooms at the Arena	F.5.1 - Enhance the change rooms in the arena to address deficiencies.	H	S	M - H
6. Arts and Culture Space	F.6.1 - Develop an Arts and Culture Precinct within the downtown. Add additional arts and culture space and connect with the historic assets of the downtown.	L	M - L	L - H





**Outdoor Facilities**

Master Plan Priorities	Recommendations	Priority	Timeline	Cost
7. Expand the Local Trail System and Improve Connectivity	F.7.1 - Develop additional paved, granular and groom X-country trails within existing and planned park spaces. F.7.2 - Improve connectivity within the trail system. F.7.3 - Develop a trails master plan.	H	S	H
8. Move the Dog Park to a New Location and Expand It	F.8.1 - Move the current dog park to a new location that would allow for expansion and the inclusion of amenities, such as trails, benches, and attractive landscaping. See Figure 25 for a potential location.	H	S	H
9. Continue Implementation of the Memorial Complex Outlying Plan	F.9.1 - Continue implementation of the 2016 Outlying Plan. Consider moving the ball diamond to another location to free up space for amenities that will better support spontaneous and year-round use of the area.	H	Ongoing	H
10. Develop a Spray Park	F.10.1 - Develop a spray park. Consider incorporating it as part of the Memorial Complex Outlying Plan.	M	M	H
11. Enhance Public Parks	F.11.1 - Revitalize existing park spaces to provide new amenities. F.11.2 - Develop accessibility policies for parks and outdoor spaces and take steps to enhance accessibility.	M	S - M	L - H
12. Resurface Tennis/Pickleball Courts	F.12.1 - Resurface the existing tennis/pickleball courts. Prior to resurfacing, the Town should consider the feasibility of moving the courts to a more accessible location.	M	S - M	M - H
13. Add a Ball Diamond	F.13.1 - Develop one additional ball diamond in the short to medium term.	M	S - M	H
14. Downtown Revitalization	F.14.1 - Develop a new small-scale pocket park or plaza space along 20 Street. Such space may be designed to complement the architectural heritage of the Town and help attract citizens and tourists to downtown for special events.	L	M - L	H



**Programming and Service Delivery**

Master Plan Priorities	Recommendations	Priority	Timeline	Cost
15. A Regional Destination for Arts and Culture	F.15.1 - Seek to brand the community as a regional destination for arts and culture. The brand should be supported with programming, marketing, celebration, and other investments that would support this vision. F.15.2 - Develop a Cultural Master Plan. It is envisioned the plan would incorporate strategies to attract residents and visitors.	M	Ongoing / M	M
16. Expand Program Offerings	F.16.1 - Hire a Recreation Programmer and expand the Town's provision of recreation programs.	H	S	M
17. Improve Signage and Wayfinding	F.17.1 - Develop a signage and wayfinding program that considers both digital and traditional opportunities for enhancement. F.17.2 - Enhance the celebration of key recreation amenities with creative and attractive signage at key entry points to the community and the amenities themselves.	M	S - M	H



## G. Mountain View County

### Indoor Facilities

Master Plan Priorities	Recommendations	Priority	Timeline	Cost	
1. Participate in the Study of a Regional MPLC to Address Indoor Facility Priorities	G.1.1 - Participate in the Study of a Regional Multipurpose Leisure Centre to explore opportunities to address facility priorities in the County including a fieldhouse, indoor track, indoor playground, ice surface, and a fitness centre.	H	S	(shared between project partners)	!
2. Condition Assessments for Community Halls	G.2.1 - Encourage Community Associations to conduct facility condition assessments and develop facility lifecycle plans for their Community Halls.	H	S - M	H	!
3. Heritage Assessments	G.3.1 - Determine the feasibility of undertaking a Heritage Assessment to better understand which buildings and landscapes strongly represent the area's heritage. G.3.2 - Consider developing a Heritage Management and Activation Plan, based on the findings of the Heritage Assessment.	M	M - L	M - H	

### Outdoor Facilities

4. Develop a Regional Trail	G.4.1 - Determine the feasibility of developing a regional trail that would seek to improve connectivity between communities and between recreation amenities in the County (see Figure 26).	H	S	H	!
5. Expand Provision of Day Use Areas and Water Access	G.5.1 - Determine the feasibility of developing additional public day use areas and water/river access points in the County.	M	Ongoing	H	
6. Outdoor Rinks	G.6.1 - Consider working with municipal partners to expand provision of outdoor rinks and increase access for County residents.	M	S	M	★
7. Tennis/Pickleball Courts	G.7.1 - Consider working with municipal partners to expand provision of tennis/pickleball courts and increase access for County residents.	M	S	M	★

## H. Town of Olds

### Indoor Facilities

Master Plan Priorities	Recommendations	Priority	Timeline	Cost
1. Participate in the Study of a Regional MPLC to Address Indoor Facility Priorities	H.1.1 - Participate in the Study of a Regional Multipurpose Leisure Centre to explore opportunities to address facility priorities in the Town including a fieldhouse, indoor playground, climbing wall, ice sheet, gymnastics, and multipurpose space.	H	S	(shared between project partners)
2. Olds Regional Exhibition Lands	H.2.1 - Conduct a feasibility study that would identify the feasibility of relocating some (or all) of the ORE operations to another location outside of Town and acquiring some of these lands for community uses.	H	S	M - H
3. Develop a Gymnastics Facility	H.3.1 - Develop a gymnastics facility either as part of a regional MPLC, repurposing of existing space or development of a stand-alone facility.	H	S	H
4. Improve Accessibility at the Sportsplex	H.4.1 - Conduct an Accessibility Audit of the Sportsplex as well as a program analysis and take steps to enhance the facility. H.4.2 - Consider the needs of the Sportsplex when assessing the feasibility of ORE relocation.	H	S	H
5. Enhance Leisure Elements at the Aquatic Centre	H.5.1 - Explore the opportunity to expand the leisure elements of the Aquatic Centre. H.5.2 - Assess the feasibility of improving the hosting capacity of the Aquatic Centre for competitions and events by expanding seating and viewing areas.	M	M - L	H



**Outdoor Facilities**

Master Plan Priorities	Recommendations	Priority	Timeline	Cost	
6. Expand the Local Trail System and Improve Connectivity	H.6.1 - Develop additional paved, granular, and groomed X-country trails within existing and planned park spaces. H.6.2 - Improve connectivity within the trail system. H.6.3 - Continue implementation of the Town’s trails master plan including updating the plan in 2023.	H	S	H	!
7. Continue Investment in Public Parks	H.7.1 - Continue to prioritize public parks in ongoing operations and future land development.	H	Ongoing	H	★
8. Develop New Tennis/Pickleball Courts	H.8.1 - Develop new tennis/pickleball courts at an accessible, Town-owned location.	H	S	H	
9. Outdoor Rinks	H.9.1 - Continue the outdoor rink program and seek to formalize select outdoor rinks with boards, lighting, nets, and shelters. Ensure some surfaces are designated for leisure skating only.	H	S	L - H	★
10. Develop a Sledding Hill	H.10.1 - Follow through on the Town’s plan to develop a sledding hill in the short term.	M	S	M - H	★
11. Enhance Existing Dog Park	H.11.1 - Enhance the dog park with additional benches, tables, waste bins, trails, and other applicable amenities.	H	S	M	
12. Paved Court Spaces	H.12.1 - Add one additional paved court space in the short/medium term and others as demand grows.	M	S - M	M - H	
13. Uptowne	H.13.1 - Consider developing a small-scale plaza or pocket park along 50 <sup>th</sup> Avenue and better integrating Uptowne with other amenities through signage and wayfinding.	L	M - L	H	
14. O.R. Hedges Park and Potential Recreational Open Space	H.14.1 - Review the opportunity to develop a wide range of year-round outdoor amenities at O.R. Hedges Park and the Potential Recreational Open Space.	M	M	H	
15. Highway 27 Corridor	H.15.1 - Provide additional pedestrian-oriented amenities along the Highway 27 corridor for an improved pedestrian experience. H.15.2 - Explore the feasibility of extending trails within the Cornerstone Commercial area westward to provide a pedestrian connection to the dog park.	M	M - L	L - H	

**Programming and Service Delivery**

Master Plan Priorities	Recommendations	Priority	Timeline	Cost
16. Further Promote the Town as a Regional Destination for Events, Festivals and Celebrations	H.16.1 - Further enhance the Town brand by promoting it as a regional destination for events, festivals, and celebrations. H.16.2 - Develop a festival and events strategy.	M	Ongoing / S	M
17. Community Learning Campus	H.17.1 - Collaborate with the CLC on an Operational Sustainability Plan for community assets. Consider further investment for those assets that demonstrate enhanced public access for residents of Olds.	M	S	L

## I. Town of Sundre

### Indoor Facilities

Master Plan Priorities	Recommendations	Priority	Timeline	Cost	
1. Replace the Sundre Arena	I.1.1 - Replace the existing arena in Sundre or consider contributing to a new ice surface at a regional MPLC to fill the gap.	H	S	H	!
2. Complete the Youth Centre Development Project	I.2.1 - Follow through on the development of a youth centre and ensure the facility is supported with ongoing programming.	H	S	(currently under construction)	★
3. Review Operational Models for the Sundre and District Aquaplex, Sundre & District Curling Club, and Sundre Arts Development Centre	I.3.1 - Encourage the Sundre & District Aquatic Society to conduct an Operational Review of the Aquaplex to determine a sustainable model for the future operation of this facility. I.3.2 - Encourage the Sundre & District Curling Club to conduct an Operational Review of the curling rink to determine a sustainable model for the future operation of this facility. I.3.3 - Encourage the Sundre & District Allied Arts Society to conduct an Operational Review of the Arts Development Centre to determine a sustainable model for the future operation of this facility.	H	S	M	!
4. Participate in the Study of a Regional MPLC to Address Indoor Facility Priorities	I.4.1 - Participate in the Study of a Regional Multipurpose Leisure Centre to explore opportunities to address facility priorities in the Town including an indoor track, climbing wall, and potentially an ice arena. I.4.2 - Explore transportation options to a regional MPLC.	H	S	(shared between project partners)	!
5. Conduct Facility Condition Assessments	I.5.1 - Work with facility partners to conduct facility condition assessments and develop lifecycle plans for the Aquaplex, Curling Rink, Arts Development Centre, and Municipal Library.	H	S - M	H	!

**Outdoor Facilities**

Master Plan Priorities	Recommendations	Priority	Timeline	Cost	
6. Expand the Trail System, Improve Connectivity, and Continue Implementation of the 2018 Parks, Open Space and Trails Plan	I.6.1 - Develop more paved, granular, motorized, and groomed X-country trails and improve connectivity within the trail system.	H	Ongoing	M	!
	I.6.2 - Continue implementation of the 2018 Parks, Open Space and Trails Plan including updating this plan in 2028.				
7. Develop a Dog Park	I.7.1 - Develop a dog park in the short term.	H	S	M - H	
8. Formalize and Enhance a Sledding Hill in the Snake Hill Recreation Area	I.8.1 - Formalize and improve the Snake Hill Recreation Area as a sledding hill through better maintenance, development of slopes for age appropriate sledding, fire pit, other winter amenities and signage.	H	S	H	
	I.8.2 - Improve pedestrian access to the Snake Hill Recreation Area. Develop an entrance plaza and explore the feasibility of adding a stairway.				
9. Expand River Access and Celebrate the River	I.9.1 - Invite use from residents and visitors to the Plaza in Greenwood Campground including more promotion and welcoming signage.	H	S	L - H	★
	I.9.2 - Add an additional river access point and day use area.				
10. Seek to Add Year-round, Public Recreation Amenities to the Passive Recreation Area	I.10.1 - Consider developing trails, trail connections, and day use amenities such as tables, fire pits, and shelters at the new Passive Recreation Area.	H	S - M	H	
	I.10.2 - Ensure the Passive Recreation Area provides tourist-oriented amenities by complementing the existing tourism assets in the surrounding area.				
11. Develop a Spray Park	I.11.1 - Develop a spray park. Consider locating this amenity adjacent to existing indoor and outdoor facilities in order to further position the area as a recreation destination.	M	M	H	
12. Develop a Bike Park	I.12.1 - Develop a bike park. Complete a study to determine the location, program, and scope of the facility.	M	S - M	H	
13. Enhance the Outdoor Rink	I.13.1 - Enhance amenities at the outdoor rink.	M	S - M	M	★

**Programming and Service Delivery**

Master Plan Priorities	Recommendations	Priority	Timeline	Cost	
14. Further Position Sundre as a Regional Destination for Outdoor Adventure and Recreation	I.14.1 - Further expand efforts to brand the community as a regional destination for outdoor adventure and recreation.	H	Ongoing / S	L - H	!
	I.14.2 - Develop an anchor adventure sport competition in Sundre.				
	I.14.3 - Combine outdoor recreation amenities to develop an Adventure Park that would encourage use from residents and visitors.				
	I.14.4 - Complete a tourism strategy.				

## Master Plan Scorecard - Measuring Success

The municipal partners can use the following measures to track performance during the implementation of the plan. Exact numbers and percentages should be added to each performance measure once benchmarks have been developed.

Goal	Performance Measures	Measurement Tools	Measurement Value
<b>Social Measures</b>	1.1 Increased utilization of facility amenities (e.g. ice sheets, pools, ball diamonds, etc.).	Visitation Statistics	% Growth % Utilization
	1.2 Strong support for recreation, parks, and culture offerings among stakeholders.	Resident and user surveys	% Support
	1.3 Facilities and programs positively impact individual and community wellness.	Resident and user surveys	% Satisfaction
	1.4 Facilities and programs demonstrate a high level of accessibility.	Accessibility audits, user survey	% Satisfaction
	1.5 Increased user satisfaction.	User survey	% Satisfaction
<b>Economic Measures</b>	2.1 Increased rental sales.	Revenue tracking	% Growth
	2.2 Increased revenue from programs/events.	Revenue tracking	% Growth
	2.3 The department achieves budget targets.	Dept. budget	% Target Realization
	2.4 Increased market reach and awareness.	Resident and user surveys	% Market Growth % Awareness
<b>Organizational Measures</b>	3.1 Facilities are appropriately staffed to successfully deliver programs and run operations.	Staffing complement, staff survey	% Satisfaction
	3.2 Facility and program performance are reviewed annually.	Annual report	% Target Realization % Growth
	3.3 Improved support is offered to community organizations.	User group survey	% Satisfaction
<b>Environmental Measures</b>	4.1 Facility use and development minimizes negative impact to the environment.	Environmental impact assessments, energy audits.	Impacts Identified % Energy Savings
	4.2 Increased awareness of environmental issues, conservation efforts, and impactful behaviours.	Resident and user surveys	% Aware
	4.3 Increased number of program initiatives that reduce environmental footprint.	Annual report	% Growth in Initiatives

## APPENDIX H: Service Delivery Approaches

### Delivery Approach Options <sup>78</sup>

The following four service delivery options represent a continuum of service provision that municipalities offer. It is possible for a municipality to fall in between two of the options on the continuum, and this is used as a general guide to monitor and compare changes in service delivery approach.

#### Indirect Provider

Municipalities have limited or no involvement in the provision of recreation facilities and programs. These services are provided by the private sector and/or non-profit associations.

#### Facilitator

Municipalities primarily influence the development and delivery of recreation and culture opportunities through planning, counsel, support and promotion. Municipalities may provide some operational or capital funding to support services and may own some facilities. Facilities owned by the municipality are often leased out for delivery of services. Management of facilities and programs is primarily the responsibility of other sectors.

#### Partner

Municipalities primarily partner with organizations and share responsibility for the provision of recreation facilities and programs with other sectors. Municipalities provide considerable operational and capital funding to support services and may own many facilities. Management of facilities and programs is a shared responsibility.

#### Direct Provider

Municipalities primarily assume the lead responsibility for the direct provision of recreation facilities and programs. Municipalities own facilities and provide all operational and capital funding to support services. Management of facilities and programs is the responsibility of the municipality.

## APPENDIX I: Capital Project Evaluation Criteria and Process

### Evaluation Criteria

1. **Condition Assessment (if the project is an expansion, renovation or replacement of an existing facility)**
  - The project mitigates safety risk to staff and public.
  - The project ensures compliance with all laws and regulation.
  - The project mitigates risk to infrastructure and the environment.
  - The project will enable operational cost savings and efficiencies.
2. **Strategic Alignment**
  - Demonstrates strategic alignment/compliance with key planning documents, including the Regional Parks, Recreation, and Culture Master Plan and other documents produced by the municipal partners.
3. **Consultation with Municipal partners' Council**
  - Demonstrates early involvement and consultation with Municipal partners' Council.
4. **Consultation with Municipal partners' Residents**
  - Demonstrates meaningful consultation with residents.
5. **Demand**
  - Demonstrates demand from residents in the catchment area (indicators may include public input surveys, stakeholder interviews, focus groups, activity trends, population projections, current and projected facility utilization, program statistics etc.);
  - Clearly identifies target markets and how the facility will meet the needs of those markets.
6. **Comparative Research**
  - Comparison of facility provision to benchmarks from other communities supports the project.



**7. Supply**

- Provides complementary (vs. competitive) services and facilities;
- Demonstrates facility supply does not meet demand in the catchment area;
- Demonstrates effective use of existing assets in the community and has completed a thorough review of all re-purposing options of existing assets.

**8. Strategic Partners**

- Demonstrates a collaborative approach and strong partnerships;
- Demonstrates a plan to work with other organizations to ensure resources are shared, support services are centralized and efficiencies are maximized.

**9. Public Access and Facility Use**

- Demonstrates high level of accessibility to the public and ensures the greatest access to the greatest number of citizens;
- Demonstrates inclusiveness and accommodates people of all ages, cultural backgrounds, income levels and abilities;
- Single use facilities or those facilities that cater mostly to one user group must specifically demonstrate the broad community benefit.

**10. Capital Financing Plan**

- Capital financing plan is realistic and is supported by sound data;
- Capital financing plan demonstrates a clear ability to fund the project;
- The sponsoring organization demonstrates provision of an agreed upon percentage of project costs (e.g. cash in hand, grants, donations, labour in kind, etc.).

**11. Operational Costs**

- Operational revenue/cost assessment is realistic and is supported by sound data;
- Business model demonstrates enhanced opportunities for citizens, while seeking to maximize revenue and minimize tax supported annual operating costs;
- Demonstrates sound lifecycle planning and allocates annual resources for lifecycle costs;
- Clear identification of annual taxpayer support required.

**12. Operating Plan**

- Demonstrates that the facility will operate efficiently and effectively;
- Proposed operating model demonstrates sound management capacity, financial resources, business infrastructure, support services, experience and management controls to support the on-going high quality operation of the facility;
- Implementation plan is clear, logical and realistic;
- Implementation plan identifies clear performance measures.

**13. Facility Concept and Site**

- Sound preliminary design and site assessment that provides maximum benefit for citizens;
- Location ensures the greatest access to the greatest number of citizens;
- Location links new facility with other high value recreation and/or tourism assets;
- Project is high quality and built to last;
- Design encourages multi-use spaces that promote a variety of uses for a variety of interests;
- Design allows for growth in the future as needs change and evolve;
- Design will limit negative impacts on the environment.

**14. Risks**

- Project risks and mitigation measures are adequately identified.

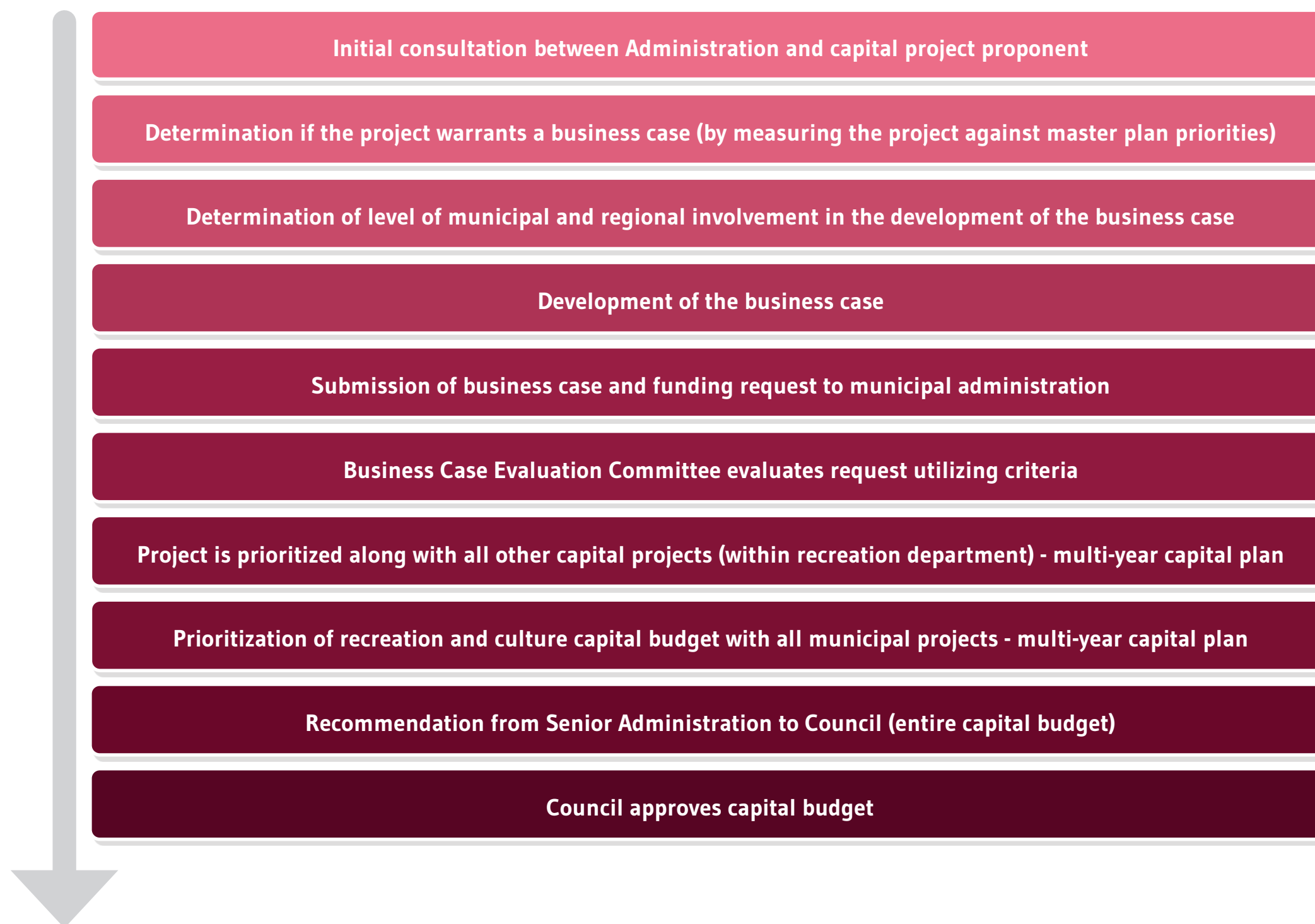
**15. Relative Priority**

- After evaluation of the previous criteria, Council will measure the need for the project against other municipal projects (both recreation and non-recreation).

## Process for Evaluating Major Capital Development Projects

It is recommended that the Municipal partners incorporate the evaluation of business cases into its annual budget planning cycle. Figure 42 outlines a process for evaluating major capital projects.

Figure 42. Process for Evaluating Major Capital Development Projects



## APPENDIX J: Priority Evaluation Indicators

A variety of evaluation indicators were used to develop facility development priorities for each community. Descriptions of the indicators are shown in the following table.

Indicators	Description
<b>Public Engagement</b>	Public support for the recommendation based on the resident survey and engagement sessions.
<b>Stakeholder Engagement</b>	Stakeholder support for the recommendation based on the stakeholder survey, interviews, and engagement sessions.
<b>Council Engagement</b>	Council support from the Council Input Workshops.
<b>Comparator Benchmarks</b>	The degree to which the recommendation aligns with needs identified by comparator benchmarks.
<b>Facility Utilization</b>	The degree to which the facility is utilized by the community.
<b>Supply/Existing Condition</b>	The degree to which the recommendation addresses gaps in facility supply and current facility condition.
<b>Future Growth Projections</b>	The degree to which the recommendation is supported by activity participation, general population, and demographic growth.
<b>Trends</b>	The degree to which the recommendation is supported by trends in recreation, parks, culture, facility development, and tourism.
<b>Strategic Alignment</b>	The degree to which the recommendation aligns with the Master Plan and other community strategies and plans.
<b>Public Access</b>	The degree to which the facility is accessible to the public.
<b>Cost/Benefit</b>	The estimated cost/benefit or return on investment the recommendation is projected to create.

## Appendix K: References

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