

Parks, Recreation and Culture Strategic Master Plan



EVERYBODY'S COMMUNITY

The Mayerthorpe Parks, Recreation and Cultural Strategic Master Plan has been developed in consultation with Town Council, its Administration and the community, providing a blueprint for the ongoing development of recreation, parks, cultural programs and facilities to the year 2040.

Paul Conrad & Associates

January 5, 2016

Table of Contents

- GREETING FROM THE MAYOR..... 3
- OVERVIEW..... 4
 - Purpose and Goals 5
 - Methods of Data Collection Mayerthorpe..... 6
- COMMUNITY PROFILE, POPULATION and DEMOGRAPHICS 8
 - Community Profile 8
 - Population..... 8
 - Population Projections..... 10
 - Demographics 11
- PUBLIC CONSULTATION 14
 - Household Survey 14
 - Community Organization Survey 19
- PARKS, RECREATION AND CULTURAL FACILITIES..... 27
 - Aquatic Centre 29
 - Exhibition Centre 31
 - Library 34
 - Curling Rink 35
 - Diamond Centre 37
 - Agricultural Society Facilities 40
 - Order of Magnitude Upgrade Cost Estimate Summary 43
- Parks and Playgrounds..... 44
 - Open Space Trail Master Plan 50
- RECOMMENDATIONS 52
 - Introduction 52
 - Recommendations 54
 - Financial Feasibility 59
 - Master Plan Implementation 65
- Appendix A..... 67

Greetings from the Mayor

On behalf of Council and myself, I'm pleased to introduce to you the Parks, Recreation and Culture Strategic Master Plan for the Town of Mayerthorpe.



Town Council approved entering into a contract with Paul Conrad & Associates to work on this project along with support from Town staff. These individuals worked with input from residential households, stakeholder groups, facility operators, and individuals of the Town of Mayerthorpe and outlying catchment area. Input was sought through household surveys, organizational surveys, open houses, operating societies, and users of parks, playgrounds, greenspace, indoor and outdoor recreation and cultural facilities.

This Plan is a guiding document providing Council with direct input from the community on key priorities. Council adopted this Plan at the January 11, 2016 regular Council meeting with the understanding that the Town of Mayerthorpe cannot fund 100% of facility upgrades and maintenance and that Recommendation No. 7 "Existing Infrastructure" found on Page 55 of the Plan has not been approved at this time. Many of the parks, recreation, and cultural facilities in the Town have been established on the basis of key partnerships. It is important to acknowledge that these partnerships are integral to the continued operation of these facilities.

Thank you for taking the time to review this document and a special thank you to all citizens, organizations, and users who participated in the surveys, open houses, and meetings to share their thoughts, ideas, and vision with Council, being the governance body of the Town, and whose deliberations and consideration will determine the direction based on the input of the community.

Respectfully,

Kate Patrick
Mayor



SECTION 1

OVERVIEW

OVERVIEW

The Mayerthorpe Parks, Recreation and Cultural Strategic Master Plan has been developed in consultation with Town Council, its Administration and the community. It provides a blueprint for the ongoing development of recreation, parks, cultural programs and facilities to the year 2040.

A substantial degree of valid public input has been received, research into recreation, parks and cultural trends has been completed, and the application of sound planning principles have been incorporated into overall corporate philosophies. These elements serve as a foundation for this Master Plan. The recommendations reflect the Town's commitment to provide services desired by residents and enhance the quality of life in the Town of Mayerthorpe and the surrounding region.

In general, residents are very pleased with the recreation, parks and cultural opportunities currently offered. Relative to other communities of comparable size the cost to the participant is affordable and the service is of high quality. However, as in any community the public has identified demands for some services that go beyond the current level of provision and while many of these demands are substantiated the affordability and the sustainability of meeting these expectations within the context of a growing and changing community is an area that will need to be examined.

New directions are recommended to strengthen the relationships between residents, community organizations and the private sector. This is intended to maximize available financial resources and volunteer manpower necessary to achieve the facility recommendations contained therein. A future framework will be needed to guide the partnerships and collaborations that are necessary to move forward with the implementation of the Master Plan.

The Town has come through an era of slow growth where recreation, parks and cultural resource management and service delivery has remained relatively unchallenged. However, substantial program growth, in combination with an aging facility infrastructure, has begun to test a system that is not ideally positioned to meet new community demands. The Town can no longer afford to cater to independent groups on a one-on-one basis and still provide low cost public services. The leisure environment today is one of higher capital costs, higher operating costs, and a depleted reserve of grant and tax dollars. Thus, shared resources, multi-purpose spaces, cooperative ventures, higher user rates and overall marketing innovation are all pre-requisites to successful community program and facility development.

Sustainable population growth coupled with a changing leisure market over the next ten years, are key factors that drive the development approach recommended in this Master Plan. As the population of Mayerthorpe and the surrounding area grows and populations demographics change, pressures for an increased supply of quality recreation, parks and cultural services will tend to create a balanced leisure marketplace.

The population is currently estimated at 1,398 in the Town of Mayerthorpe, serving a total catchment area estimated to be 5,400. Projections indicate that this marketplace will likely grow to just over 9800 over the next ten years and to almost 11,400 in 2040, with over 1,700 residents in Town. The trend for an aging baby boomer population along with a growing adult population will create a demand for greater diversity of opportunities than those existing today.

This plan is structured to first provide the philosophical foundations for development and address broader community development strategies. It identifies the demands of existing residents and groups, and provides predictions of how these demands might look in the context of recreation, parks and cultural trends and future demographics. This is followed by a review of current resources and a presentation of those “gaps” or the requirements necessary to adequately service the predicted demands of the community now and up to 2040. Impacts of various development alternatives are presented within the context of the recommendations made.

Purpose and Goals

The purpose of this Master Plan is to bring a more focused approach to addressing aging infrastructure and resident needs in concert with available resources to ensure a sustainable approach over the next twenty-five years to accommodate future program and service demands by residents. It also provides recommended solutions and the associated financial impacts of meeting priority needs. The specific purposes are:

- To develop a twenty-five year Strategic Master Plan that incorporates sound research, community and stakeholder consultations, and builds on recent planning studies/reports.
- To prepare a Master Plan that will provide a review of user group and community needs that extend into programs and opportunities that may not be currently incorporated into existing community facility plans.
- To determine the need and public acceptance through an analysis of community service levels, stakeholder acceptance, public demand, and trends in related facilities, community growth and affordability.
- To identify a capital development plan outlining capital sources, shared responsibilities, taxation impacts, phasing and debt retirement.

Methods of Data Collection Mayerthorpe

The method used in preparing this Master Plan included a four phase process which emphasized resident participation, user group and community organization involvement.

The project was initiated with stakeholder interviews, a household survey and community group questionnaires. These were undertaken to assist in determining community priorities and preferences, and current and projected demand. The Study also included a community organization focus group, a open house, a review of existing background documents reflecting community services in the community, and trends affecting participation in activities. A detailed building condition review of existing community facilities in Mayerthorpe was also undertaken to assist in determining the economic feasibility of development.

What the Plan Does

This Strategic Master Plan is intended to guide the orderly development of future open space, (parks, playfields, trails, natural areas), recreation and cultural facilities and programs within the Town.

As a guiding document, its intent is not to prescribe detailed development approach, but to insure that the Town is positioned to go forward in meeting public demands within the context of available and sustainable financial resources. The Master Plan represents one aspect of a series of long-range community plans that focus on specific areas of planning and operations. These documents, which are continually updated by the municipality, work in unison to guide:

- Municipal Sustainability
- Economic Development
- Organization Development
- Fiscal Management.

The Parks, Recreation and Culture Strategic Master Plan is a logical outcome of the Town's Municipal Sustainability Plan and Corporate Action Plans and, as such, its foundations are based upon the visions and goals contained within these plans as well as new beliefs that have come forth during the formulation of the Master Plan.

How the Master Plan Will Be Used

The Town annually sets out a budget to identify what the municipality will do and how it will be done to fulfill the overall community vision and purpose. From this, Council, administration and the community stakeholders who are responsible for mandates like neighborhood planning and community facilities will refer to this Master Plan to insure that quality open space and facilities are being properly considered within the context of their resources.

This form of “joint planning” also extends to other community organizations and user groups like the Agricultural Society, Library Board, minor sports groups and environmental groups.

As we plan for the future of Mayerthorpe, we will do so with the realization that:

- The Town is responsible for the acquisition and placement of sufficiently sized park reserves to accommodate the many open space demands of residents.
- The Town is responsible to ensure the development and maintenance of park features within neighborhoods that serve the needs of the broader public.
- The Town is responsible to ensure that public indoor facilities and facility spaces are provided in an affordable, safe and orderly manner that is consistent with public desire and affordability.
- Special needs or the expanded quality sought by organized user groups, partner agencies, and associations often go beyond the resource capability of the Town’s resources and will require a joint effort in planning, funding and, in some cases, operations.

Given this, improved quality and unique special use developments will only occur through partnerships.

SECTION 2

COMMUNITY PROFILE

COMMUNITY PROFILE, POPULATION and DEMOGRAPHICS

Community Profile

Mayerthorpe, first homesteaded in 1908, was designated as a village in 1927 and incorporated as a Town in 1961. It is located within Lac Ste. Anne County at the crossroads of Highways 22 (The Cowboy Trail) and 43. It is 45 kilometers southeast of Whitecourt and 123 kilometers northwest of Edmonton, on a major route to the Northwest Territories and Alaska. In addition to roadways, the area is served by rail, a municipal airport capable of handling private and charter flights and has a Greyhound bus depot. Within the Town, there is a seniors' taxi service.

Agriculture provides a strong economic base for the community and area, followed by oil and gas and forestry. Local resources include oil, natural gas, construction aggregates and sand/gravel.

The community and surrounding area is served by an elementary school, junior and senior high school and a health care centre with an auxiliary wing, a 51- bed seniors lodge, and along with a 50-bed extended care facility. Proud of its picturesque location, rich agricultural history and available recreational activities, Mayerthorpe is "*Everybody's Community.*"

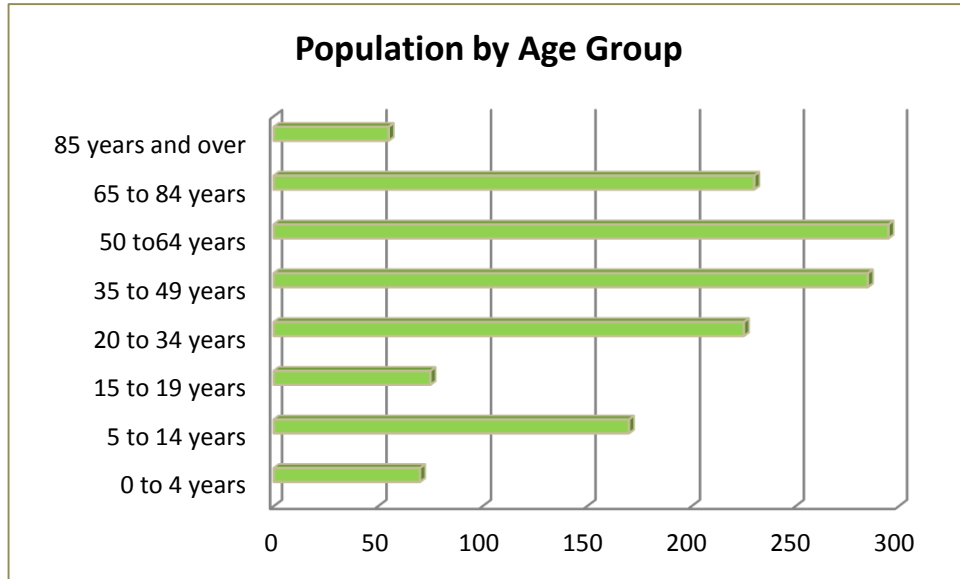
Population

Mayerthorpe is positioned within a catchment area that includes the western portion of Lac Ste. Anne County and southeast portion of Woodlands County, including the hamlets of Sangudo and Cherrill and several Summer Villages. Based on available Canada census data (2001, 2006 and 2011) and a municipal census for Lac Ste. Anne County in 2014, the population of the two counties has been slowly but steadily increasing at a rate of about 1% per year, bringing the current population of Lac Ste. Anne County to 10,260 and Woodlands County to 4,612.

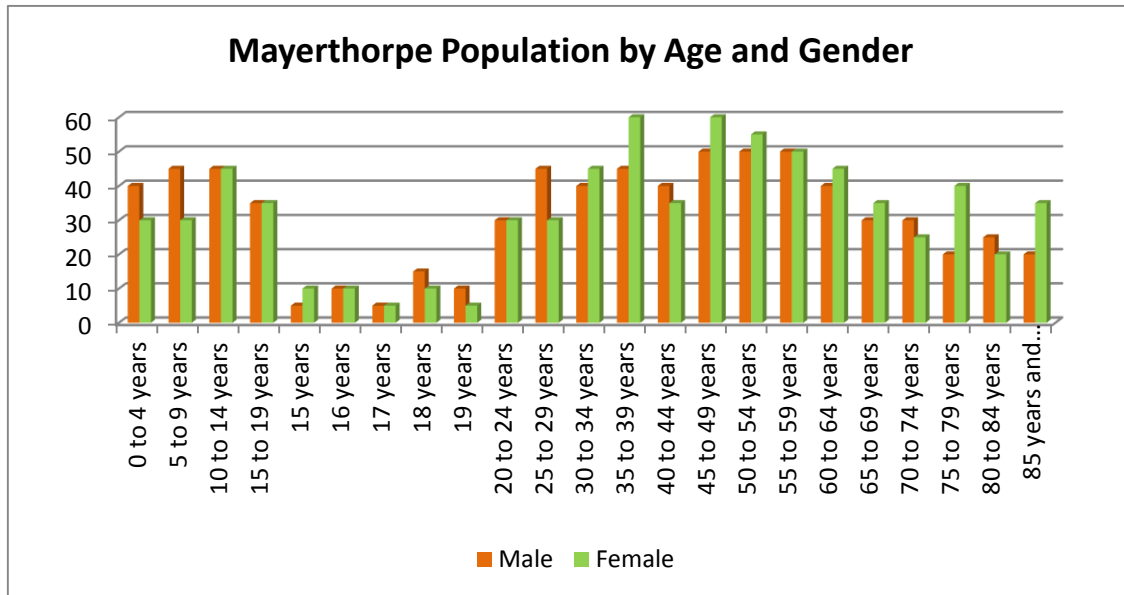
The Town of Mayerthorpe, during that same period, has declined at about the same rate that the counties have increased. The current population, based on 2011 Canada census data and data contained in the Town of Mayerthorpe Economic Indicators 2014 document, is between 1,330 and 1,398. About half (55%) of the population is between the ages of 25 and 64, with the remainder of the population almost equally divided between children and youth (22%) and seniors 65+ (23%).

A challenge facing the Town of Mayerthorpe is maintaining sufficient population growth and retention to ensure sustainability.

Mayerthorpe Population by Age Group (2011 Canada Census Data)



Mayerthorpe Population by Age Group and Gender (2011 Canada Census Data)

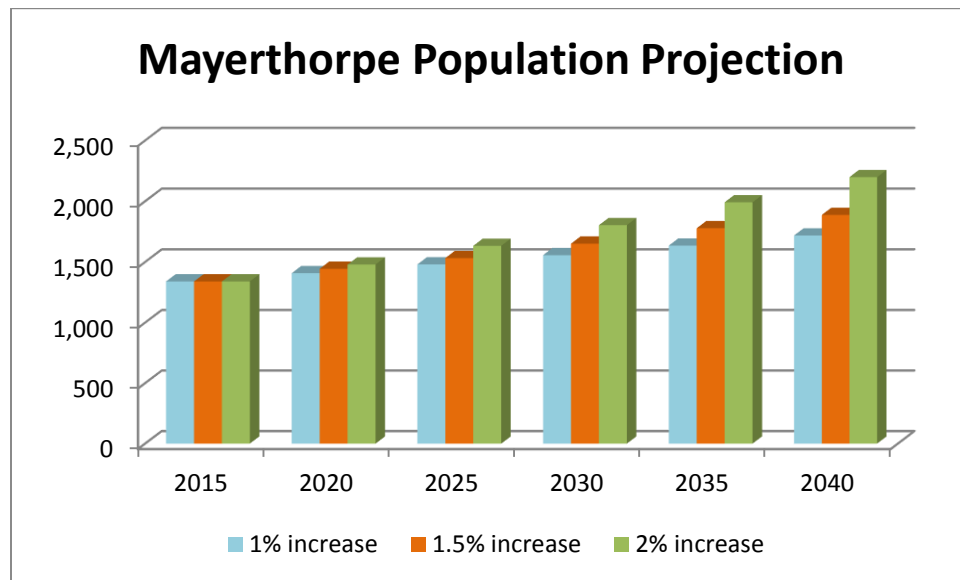


The population overall is very stable, with a high percentage of residents residing in Mayerthorpe and Lac Ste. Anne County (65%) for five years or more.

Population Projections

Projecting a sustainable future for the Town of Mayerthorpe, a minimum of 1% per annum growth is needed. The following chart indicates population growth at rates of 1%, 1.5% and 2%. For the purpose of this study, the current population is assumed to be 1,340.

Population Growth Projections for the Mayerthorpe Catchment Area



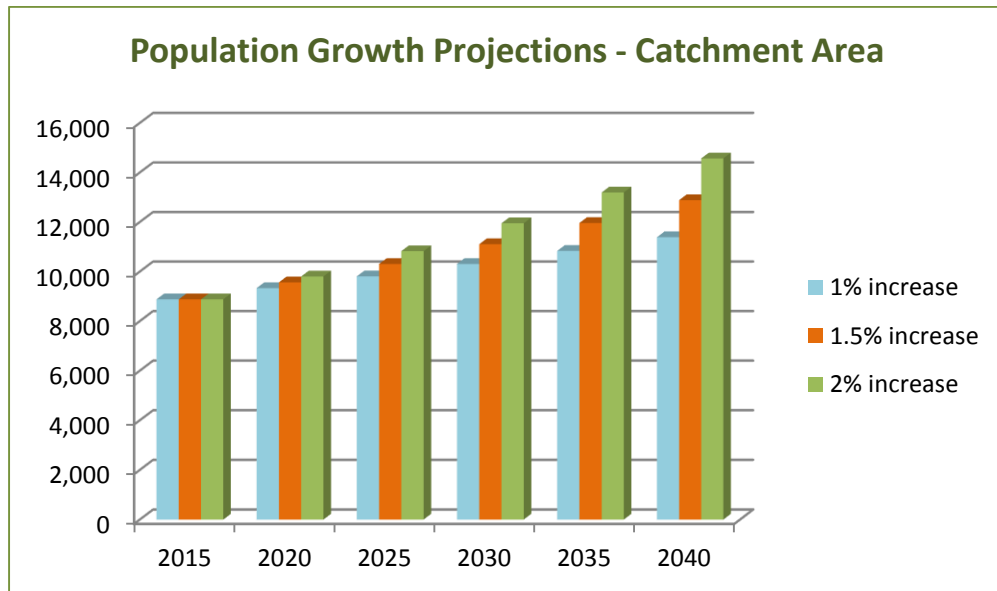
It is challenging to project population trends, and in particular to identify and project the population served by community programs and services offered within Mayerthorpe, due to the lack of current population data (the next Canada census data will be collected in 2016) and the lack of accessible and sufficiently detailed population breakdown within Lac Ste. Anne and Woodlands County. It is difficult to determine with any accuracy how many of the 14,472 county residents can be included within the catchment area.

For the purpose of this study, the following assumptions have been made regarding the catchment area:

- 31% of residents in Lac Ste. Anne County (3,080) access community programs and services in Mayerthorpe (based on the percentage of county households responding to the survey).
- About 10% of Woodlands County residents (460) fall within the catchment area (assuming that much of the County looks to Whitecourt for these amenities).
- The total current catchment area is estimated to be 5,400 residents.

It is acknowledged that this rationale is not exacting, however it represents a reasonable “best guest” scenario. For example, of the 10,260 people residing in Lac Ste. Anne County, we know that there is a higher population density in the eastern portion of Lac Ste. Anne County and populations within that area (approximately 3,000 residents of Onoway, Alberta Beach and surrounding Summer Villages) are unlikely to access programs and services in Mayerthorpe, given their distance and closer proximity to other municipalities.

Population Growth Projections for the Mayerthorpe Catchment Area



Demographics

The population of Mayerthorpe is slightly older than the population of Alberta, with a median age of 43.9 versus the provincial median age of 36.5. There is a fairly even split between males and females with the population, with 49% males and 51% females.

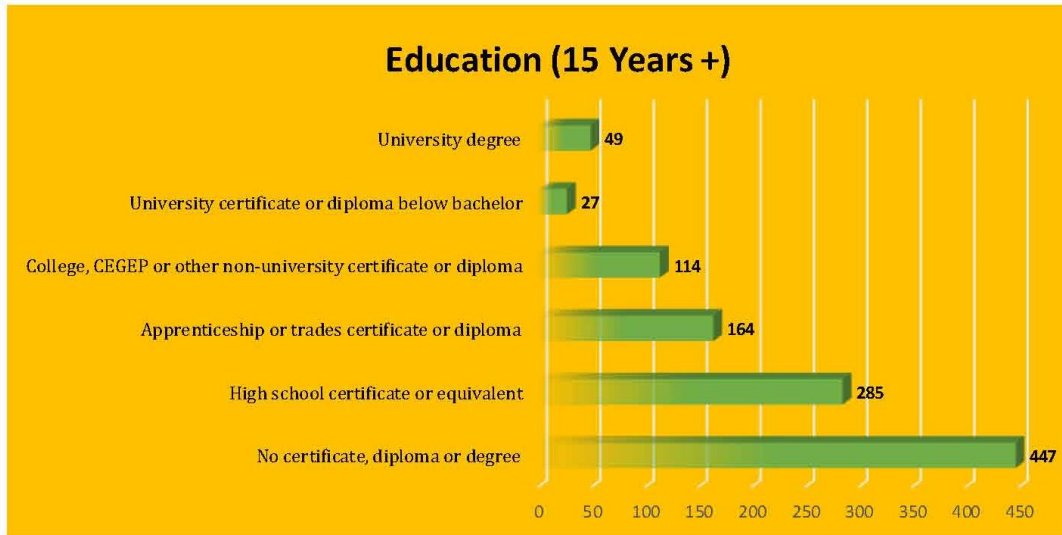
The majority of the population (41%) is between 35 and 64 years of age, with another 16% between the ages of 20 and 34. There is a similar percentage of population aged 19 and younger (22.5%) and those over the age of 65 (20%), which includes 4% of the population aged 84 and older. Within the under 19 years of age category, the largest demographic (79%) are between the ages of 5 and 14.

In 2011, there were 390 census families in Mayerthorpe, with the majority (75%) comprised of two or three families members per household. Most are married or living with a common law partner (86%) and of those families 45% have children who are living in the family home. Seventy percent (70%) of these children are aged 14 or younger. This data indicates that while the Town is clearly a retirement destination for the area, it is also home to a significant number of young families, vital for sustainability.

The majority of residents report that English is their first language, with German (2%) and French (1.6%) being the next largest mother tongues.

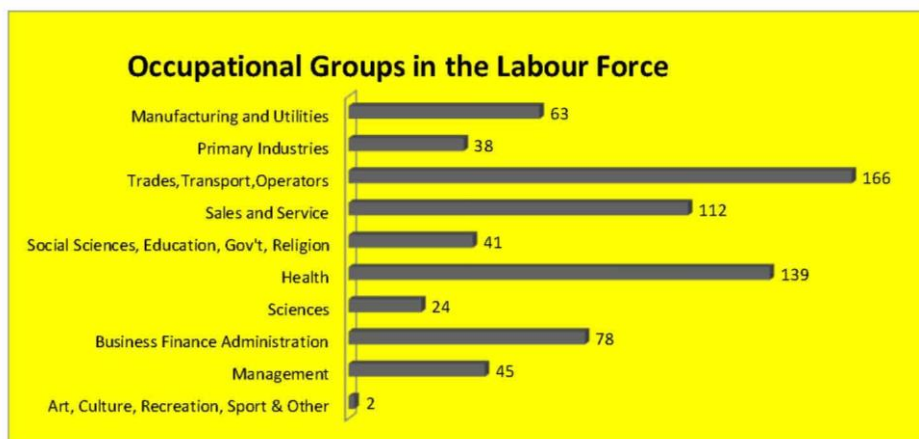
In terms of education, employment and occupation, Mayerthorpe residents report lower levels of education at the post secondary level than reported in the province of Alberta, but have the same percentage of residents with high school certification (27%) and a higher percentage (15% compared to 11%) with trades certificates.

Mayerthorpe Educational Profile (Economic Indicators 2014 – Town of Mayerthorpe)



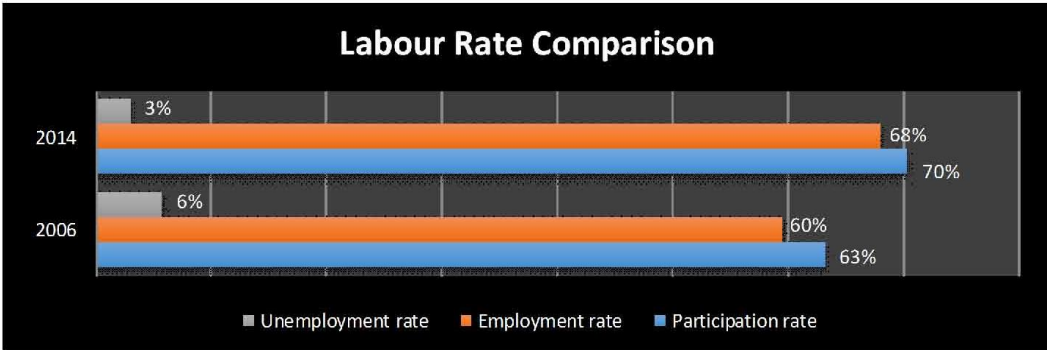
Reflecting this educational profile, a much higher percentage of the population is employed in the trades (31%) than in Alberta as a whole (18%).

Participation in the Labour Force by Occupational Group (Economic Indicators 2014 – Town of Mayerthorpe)



Despite the slightly older demographic in Mayerthorpe as compared to the province as a whole, the workforce participation rate at 70% in 2014 was consistent with the Alberta employment rate. The unemployment rate reported at 3% in 2014 was lower than the provincial rate of 4.4% for the same period. This is consistent with national economic indicator data indicating that Alberta has the highest employment rate, at 67.5% in 2015, for those with no certificate, diploma or degree.

Participation in the Workforce (Economic Indicators 2014 – Town of Mayerthorpe)



The average family income in 2014 in Mayerthorpe was reported to be \$73,577.

SECTION 3

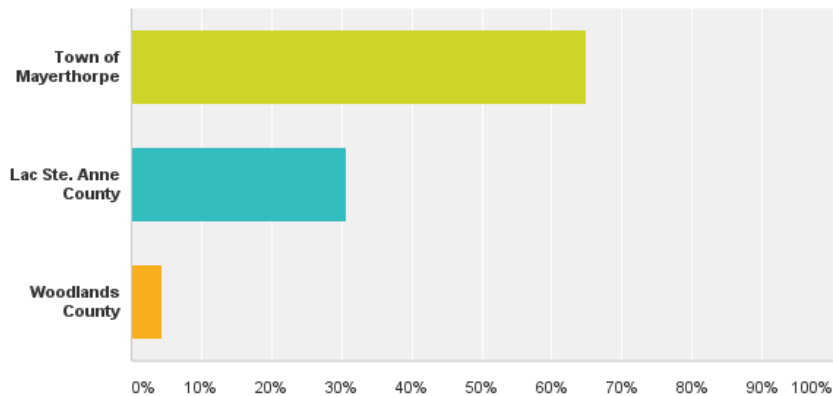
PUBLIC CONSULTATION

PUBLIC CONSULTATION

Household Survey

Respondents

- 166 households completed the survey (150 completing it on-line)
- Of those completing the survey, 65% of these respondents live in the Town of Mayerthorpe, 31% in Lac Ste. Anne County and 4% in Woodlands County



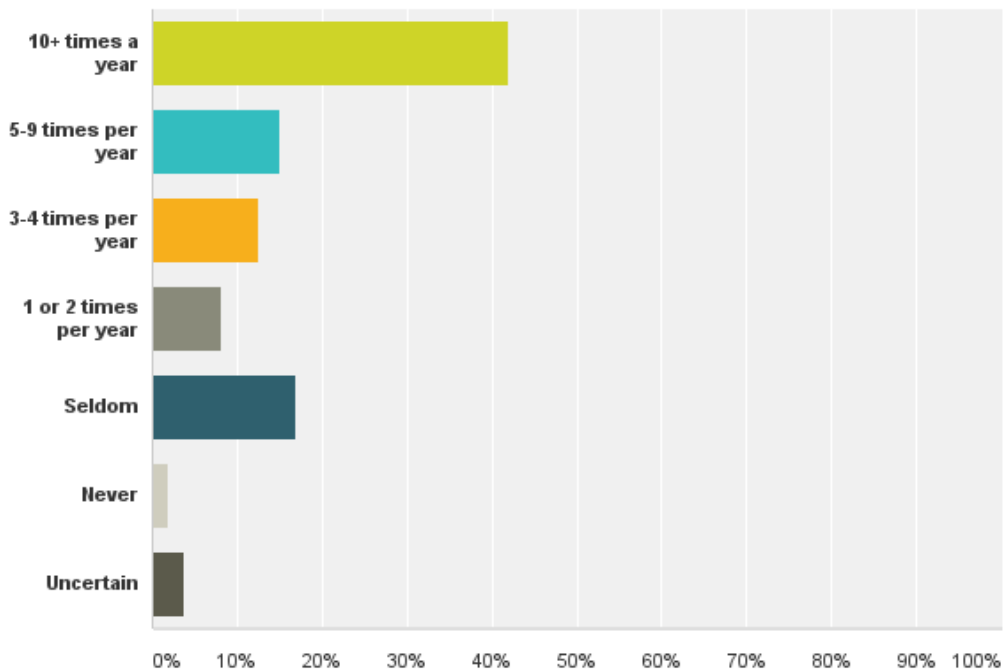
- The majority of residents responding to the survey have lived in the area for more than 10 years (70.12%)
- Another 5.5% have lived in the area for 6-9 years
- Only 8.5% of respondents have lived in the area for less than two years.

Based on the number of responses received, the information gathered is considered to be statistically valid 19 times of 20, +/- 5.4%

Participation in Recreation/Cultural Programs and Services

- Respondents to the household survey indicated that members of their household regularly access recreation or cultural services and programs.
- 42% participate 10 times or more annually and 15% participate 5 – 9 times per year.
- Only 2% of respondents indicated that they never take part in recreation or cultural services and programs within Mayerthorpe.

Survey Question: How often do you or your family members participate in recreation and/or cultural services and programs in Mayerthorpe?

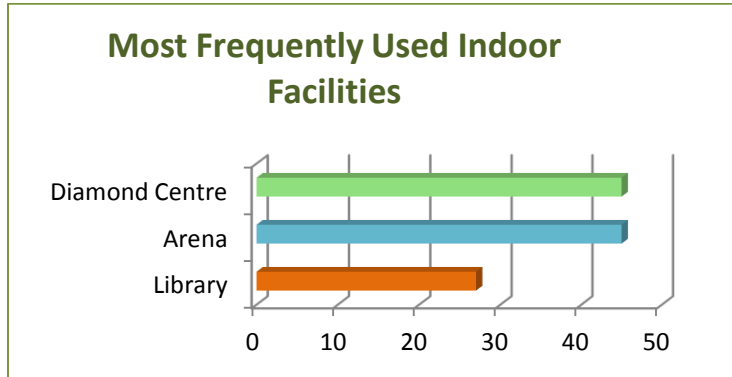


- The majority of respondents also indicated that they leave the area to participate in recreation or cultural programs on a regular basis. 59% of respondents indicated they leave the area weekly (27%) or monthly (32%) to access services and/or programs.
- Only 2.5% of respondents indicated that they never leave the area to access recreation or cultural programs or services.

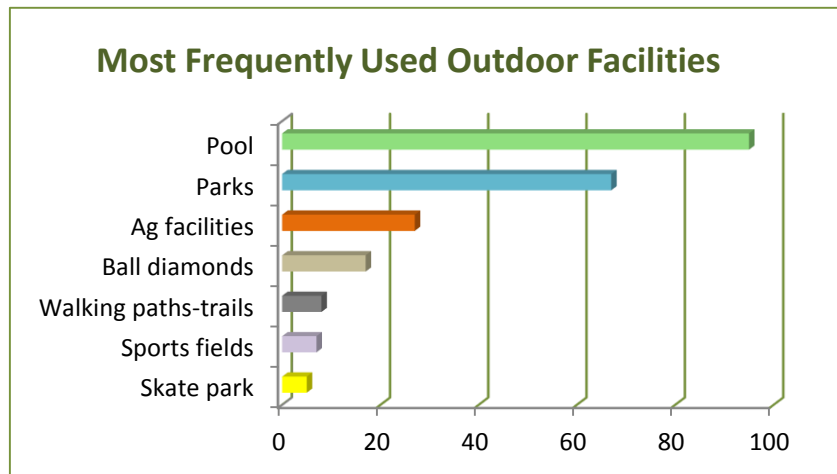
Based on this data, it is evident that residents are relatively active (approximately 60%) and that same percentage of residents leave the area to participate in recreation or cultural programs at least once a month.

The Most Important Existing Facilities

- The Diamond Centre and Arena were identified by 45% of respondents as one of the top three most important existing indoor facilities.
- The next most important existing indoor facilities were the Library (27%) and the Curling Rink (19%).



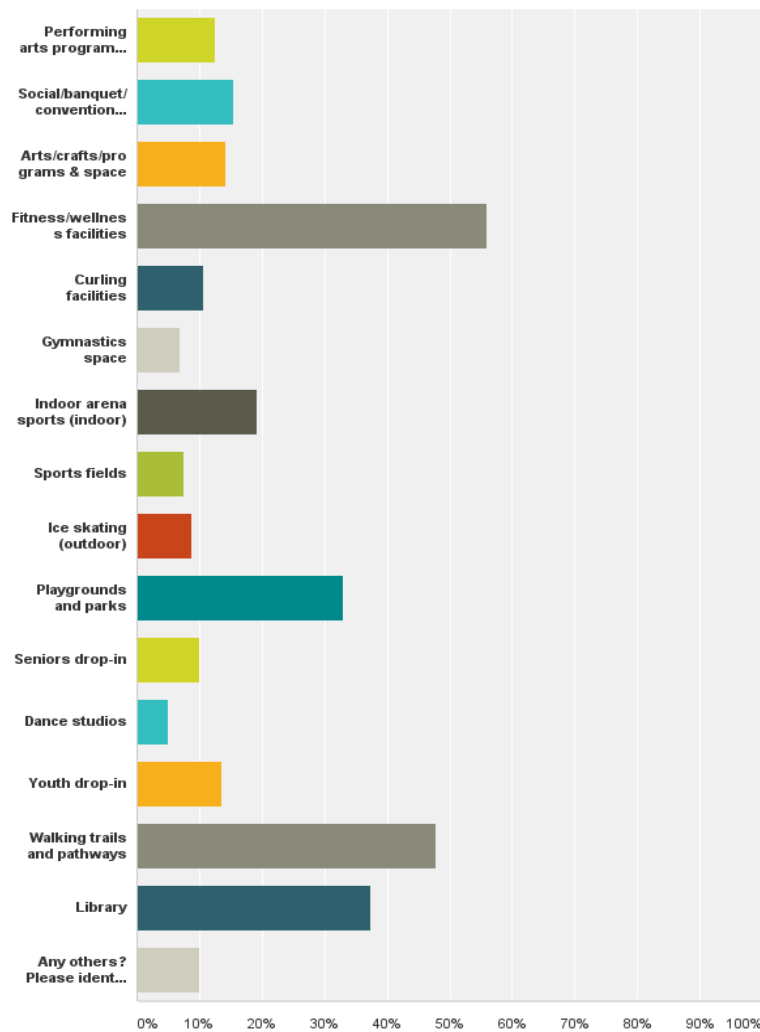
- The most important existing outdoor facility is the Aquatic Centre (64%).
- The next most important existing outdoor facilities to residents, based on survey responses, are parks (44%), agricultural facilities (17%) and ball diamonds (12%).



The Most Important Facilities to Enhance or Build in the Next Three to Five Years

- Fitness/wellness facilities topped the list with 56% of respondents indicating this as the most important facility to build or enhance in the next 3 – 5 years.
- Walking trails/pathways were also frequently identified as priorities (48%), followed by the Library (37.3%) and playgrounds/parks (33%).
- The next most frequently identified facilities were Indoor Arena (19.25%), social/banquet/convention space (15.5%), arts/crafts/program space (14.3%) and the curling rink (10.5%).

Survey Question: In planning for the area, where should the priorities lie? Please check your THREE (3) most important priorities you would like to see enhanced or built in the next three to five years? You may also add one.

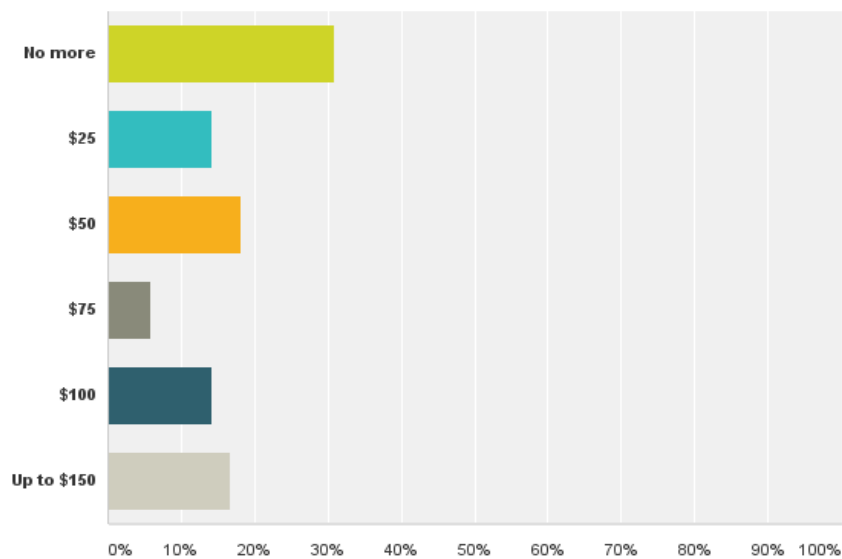


There were 41 comments identifying “other” amenities, with most indicating the need/preference for parks/playgrounds/trails (10) and additional aquatic amenities such as an indoor pool or splash park (9). Also identified were a skateboard park (4 with one opposed), gym/fitness/dance (3), youth drop-in/activities (2) and indoor ball courts for pickle ball/handball (2). Single comments identified other amenities, including a bowling alley, family friendly apartments, a coffee shop and camping facilities.

Paying for Public Community Facilities

- **The majority of respondent (69%) indicated a willingness to pay more in annual taxation for facilities that better met their needs.**
- Of those 32% indicated a willingness to pay \$25 or \$50 more in annual taxes and 31% indicated a willingness to pay \$100 or up to \$150 more annually.

Survey Question: New facility development sometimes requires public borrowing and this may impact your taxes. How much more in annual taxes would your household be willing to pay if your needs were better met?



- Almost half of respondents indicated that operating costs for public recreation or cultural facilities should be supported through a combination of user fees and public taxes (49.4%).
- Respondents were asked to indicate the preferred breakdown between user fees and taxes. On average, based on all responses, the preferred breakdown was 63% user fees and 37% taxes.
- Just over one third of respondents indicated a preference for operating costs to be covered mostly by user fees (36.25%).
- Only 3.13% of respondents indicated a preference for operating costs to be covered primarily through public taxes, with 11.25% of respondents undecided.

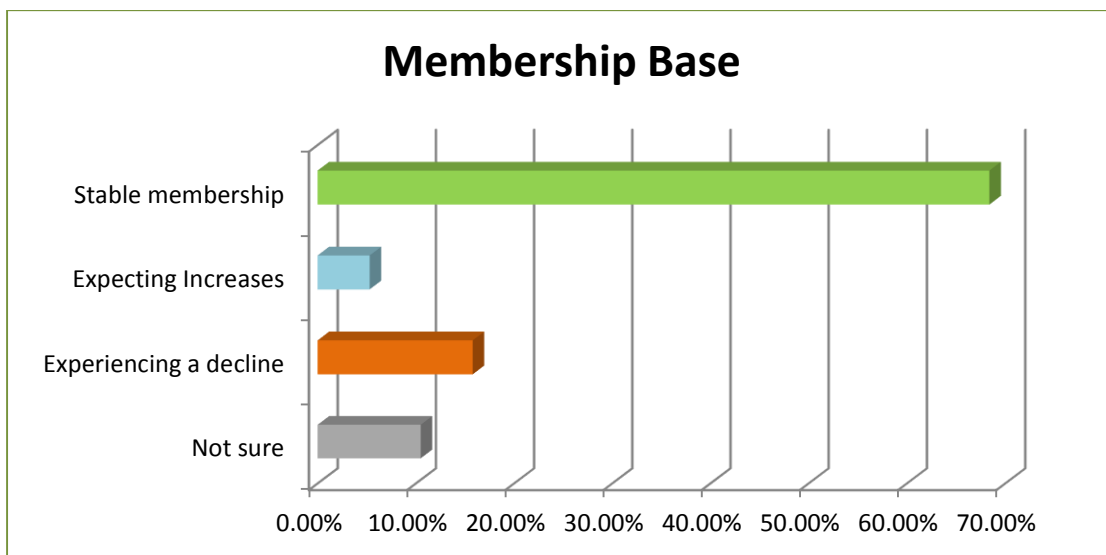
Community Organization Survey

Respondents

- 19 different organizations responded to the survey. A list of current respondents can be found in Appendix A.
- The majority of community organizations responding to the survey have boards of directors, or representation on community boards (83%). The number of board members ranges from 3 to 25, with an average of 9.

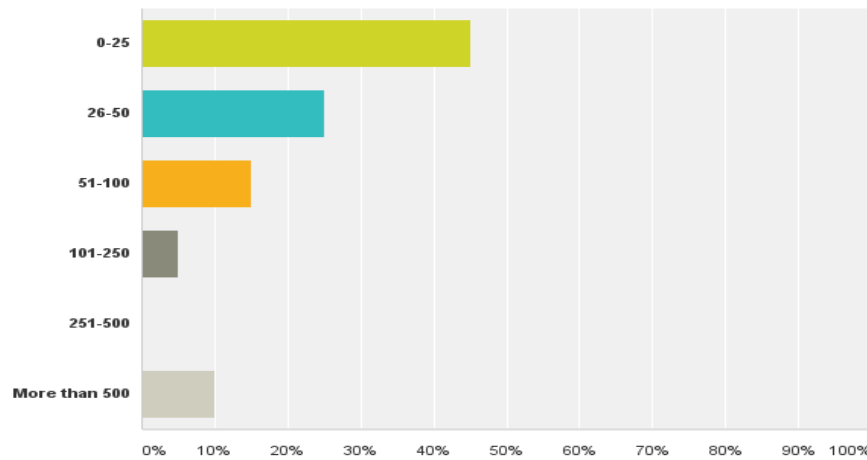
Membership/Participation

- The majority of community organizations (13) reported stable membership (68%).
- 16% (3) reported a decline in membership, 10% (2) were unsure and 5% (1) anticipates an increase in participation or membership within the next five years.



- Most organizations (70% - 13 organizations) reported that they have up to 50 active members or participants involved in their organizations at the present time.
- 3 organizations (15%) serve between 51 and 100 participants.
- 1 organization (5%) serves between 101 and 250 participants (golf course).
- 2 organizations (Mayerthorpe Public Library and the Arena) serve more than 500 people annually. The Library recorded more than 6,800 visits to the Library in 2014.

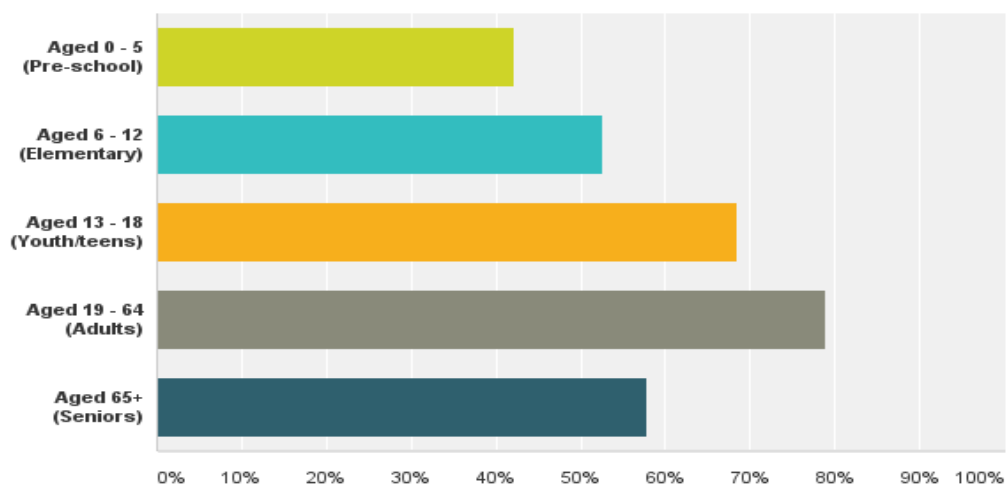
Survey Question: How many members are currently active in your organization during a typical year? Please provide your best “gestimate.”



In terms of ages of participants served by community organizations, all age groups are well represented, with almost half of the groups reporting membership/users in all or most age groups.

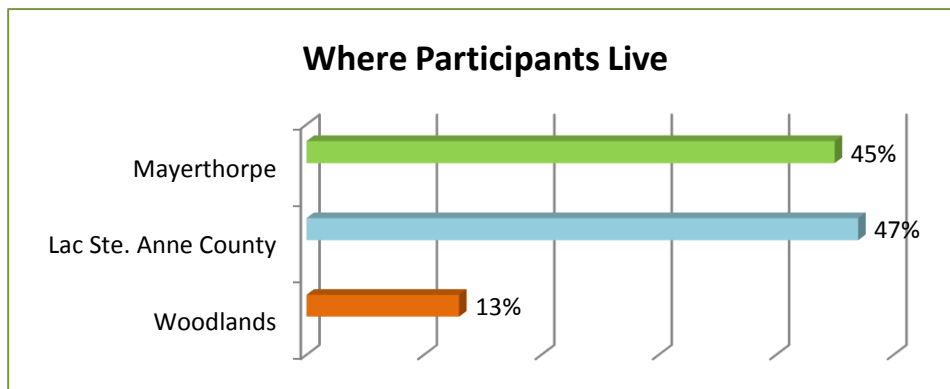
- One third of the organizations (33.5%) serve participants of all ages, pre-school to seniors.
- An additional 17% of organizations serve participants ranging in age from 6 to 65+ (only excluding children aged 5 and under).
- 17% (3) organizations serve only adults and seniors.
- 17% (3) organizations serve only children and youth (ages 6-18).
- 11% (2) organizations serve only youth and adults (ages 13 – 64).

Survey Question: Describe the relative ages of participants served.



Where Participants Live

- Overall, organizations indicated that most of their members or participants live in Mayerthorpe or Lac Ste. Anne County, with a small percentage living in Woodlands County. (Organizations were asked to “guestimate,” with responses adding up to 105%).
- Participation is almost a 50/50 split between residents from Mayerthorpe and Lac Ste. Anne County, with a slightly higher participation by county residents.

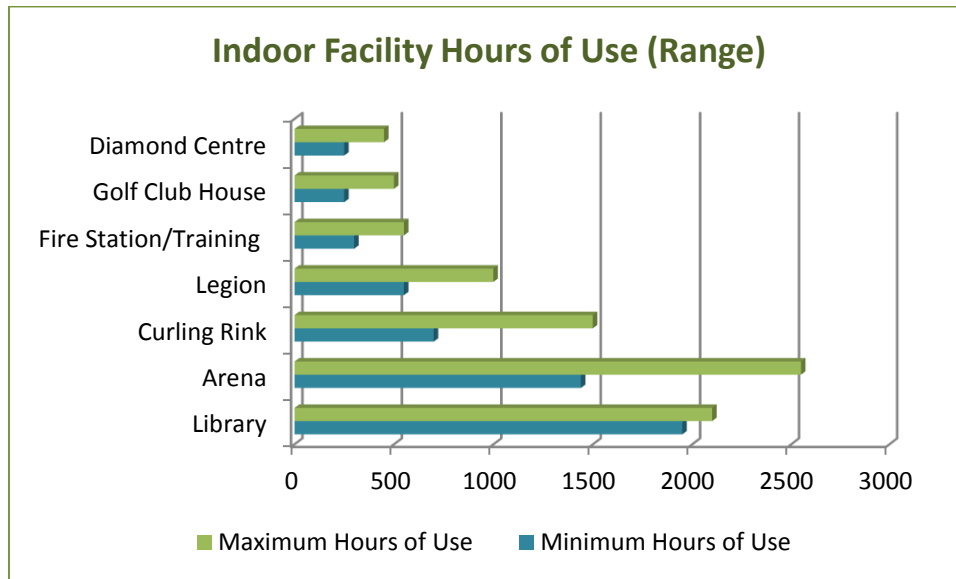


Use of indoor spaces

- Almost all of the organizations responding to the survey (94%) use at least one indoor space, with two thirds of these using a single indoor space for all activities.
- 20% of organizations that use indoor spaces indicated use of at least two different indoor facilities.
- Only 2 organizations (13%) use three or more different indoor facilities during the year.
- Of the indoor facilities identified, the most frequently used indoor facilities in terms of hours of use were the Exhibition Centre Arena, Library (1,950 – 2,100 hours), Curling Rink (700 – 1,500 hours), Legion Hall (550 – 1,000 hours), the club house at the Golf Course (250 – 500 hours), the Fire Hall/Training Room (300 – 500 hours) and the Diamond Centre (250 – 450 hours).
- The Diamond Centre is used by the largest number of different organizations, followed by the Arena and Library.
- Fire Station and Training room are used by Emergency Services for training purposes, with estimated usage of 300 – 500.

- Other indoor facilities identified were used by a single organization, with each used for less than 50 hours per year. These included the Community Services building, Council Chambers, Kin Hall, Deer Lodge, EEE School Gymnasium, and the Catholic Church.

Most Frequently Used Indoor Community Facilities Based on Hours of Use



Hours of Use

- The Library and arena are the facilities most used by community organizations, based on hours of use, followed by the Curling Rink and Legion.
 - Library 2,000 – 2,150
 - Arena (Assumed based on hours of operation to be between 1,200 – 1,500)
 - Curling rink (various spaces) – 650 – 1,500 hours
 - Legion 550 – 1,000 hours
- Community groups using the Diamond Centre indicated 350 – 600 hours of use annually.
- Community organizations estimate use of the remaining indoor facilities as follows:
 - Fire station and station training room (indoor) is used for 300 – 500 hours annually.
 - Golf club house 250 - 500
 - Community services building 100 – 250 hours
 - School gym 51 – 100 hours
 - Kin hall 50 – 100 hours
 - Other facilities identified are used by groups less than 50 hours per year
- The majority of community organizations indicated that they did not need additional hours to meet their indoor space need or were unsure of any need.
- 3 groups indicated that they could use additional indoor space hours:

- The school gym is not available at preferred times (could use 51 – 100 additional hours)
- Additional programs could be provided at the library outside or normal operating hours, for examples movies or yoga. The need for an estimated 1,250 additional hours of program time was identified.
- One group indicated that it could use twice as much time (51 – 100 hours more) at each of the three locations accessed (Kin Hall, Diamond Centre and Legion). It was not indicated whether or not there was any barrier to accessing additional hours.

Indoor space issues/preferences/priorities (based on respondent comments)

- The Library is not handicapped accessible and program space is limited and cramped, with insufficient storage and office space to meet current needs. Ideal library space would be double the size of the current facility with clear site lines, larger program spaces, a room to show movies, an auditorium for plays, space for art displays, a kitchen for cooking programs, large play space for children, teen spaces, office space for administration and an adequate storage area for supplies.
- The curling rink has limited locker room space, especially for bonspiels. The facility, while regularly maintained and upgraded, is old and requires updating, including new carpet in the lobby, upgrades to the kitchen (wash sink, appliances, expanded counter space) and larger banquet space.
- The arena players’ benches are a bit tight with not much room at the gates for players to move around.
- Storage space and mats were identified as a need for one group using the school gym.
- The need for a weight/exercise room at the Exhibition Centre was identified by one user group.
- The golf course club house does not have a locker room and could make use of more space.
- One group that currently used three different indoor facilities indicated that they would ideally like to have access to a multi-purpose space so that all activities could take place in one location, including play space for children, meeting space and event space.

Use of Outdoor Spaces

- 7 community organizations (39%) reported use of outdoor facilities.
- The most used outdoor space by community organizations, in terms of hours of use, is the Golf Course (250-500 hours annually).
- Mayerthorpe Emergency Services Society and the newly established Cross-Country Ski Club estimate use of outdoor spaces (outdoor training shack and trails, respectively) at 50 – 100 hours annually.
- Other outdoor use by community groups is estimated at less than 50 hours annually at each of the following outdoor facilities: the Agricultural Grounds, Lions Park, outdoor pool and a bit of green space/parking lot adjacent to the Library.

Additional hours needed/outdoor space issues/priorities/preferences (based on user comments)

- The Library identified the need for additional hours and access to better outdoor space for activities, estimating that they could use an additional 550 – 1,000 hours if park or playground space was available. Additional parking for patrons was also identified as a need.
- A need was identified for upgraded outdoor training facilities for fire services with stairs, moveable walls, live fire cell and other ‘props’, ideally in seacans/modular units to allow for future growth. The need for additional hours (more than 250 additional hours) was identified.
- One group identified the need for groomed trails for cross country skiing, estimating annual use at 50 – 100 hours.
- The golf course identified the need for an irrigation system to maintain the course.
- One group indicated that there are facilities in Mayerthorpe that could meet their needs but are not currently available to them, or are not available at their preferred times.

New programs or activities possible if new or expanded indoor or outdoor spaces were developed

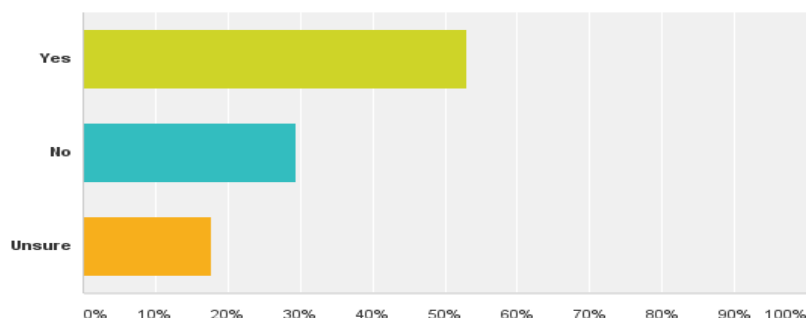
The following activities or uses were identified by community organizations:

- Display of historical items donated or on loan from local families.
- Additional training events.
- Fitness and training programs if able to access gym and workout space.
- Screening of movies if projection equipment was available (the facility has the space but not the equipment)
- Expanded and accessible library space would create opportunity for a number of new programs.
- Community organizations also commented on a preference for additional walking trails, a fully fenced dog park with trees and benches and a splash park.

Future Use/Planning for the Future

- Approximately one half (47%) of the organizations responding to the survey indicated that they are planning for the future. 26% are not planning for the future and the rest were unsure.
- Five of the groups planning for the future are currently fundraising, have requested financial support from a parent organization, accessed quotes for equipment, are exploring options and/or have looked into the availability of land or facility for expansion.

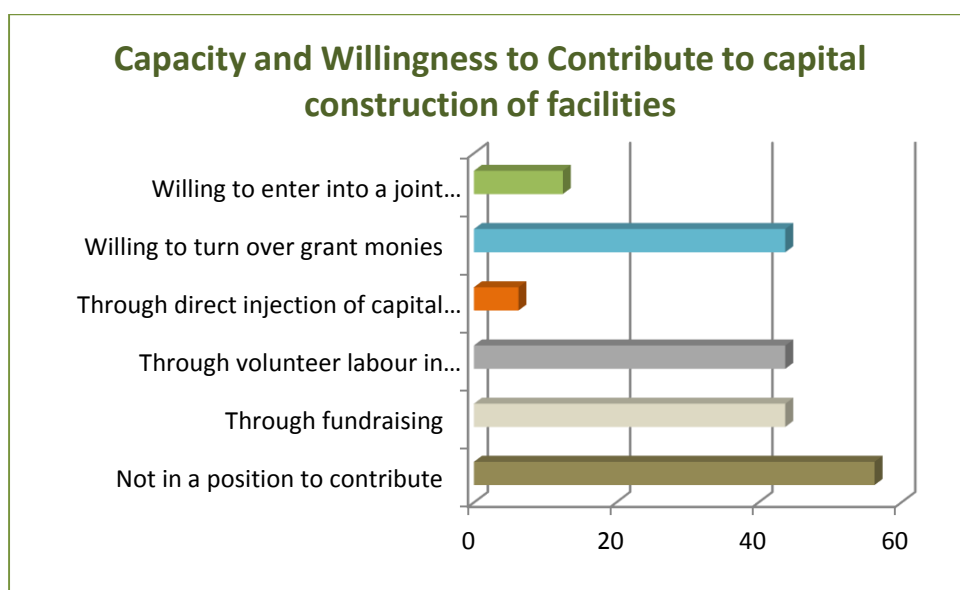
Survey Question: Is your group currently planning for its future indoor or outdoor space requirements?



Capacity to contribute to facility development

- More than half of the community organizations that answered this question in the survey indicated that they are not in a position to contribute, although several of those organizations identified ways that they could support facility development through volunteer labour and/or turning over grants.
- 44% indicated that they would could provide volunteer labour during construction, assist with fundraising or turn over grant monies they are eligible to apply for.
- Two organizations indicated willingness to enter into a joint agreement with other organizations to finance construction or jointly operate a new or improved facility.
- One organization indicated capacity to provide a direct injection of capital for certain user rights.

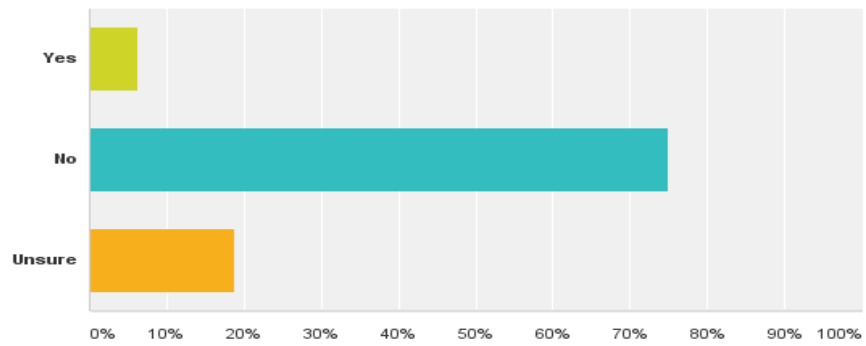
Survey Question: In what way, if any, is your organization willing and able to contribute to capital construction costs for facilities? You may choose more than one option.



Capacity to pay increased user fees if space requirements were better met

- Most organizations (75%) indicated that they are not in a position to pay increased user fees.
- 18.75% were unsure.
- Only one organization (6.25%) indicated that it could pay increased user fees (10% or more).

Survey Question: Would your organization be in a position to pay increased rental or user fees if your requirements were better met?



SECTION 4

PARKS, RECREATION AND CULTURAL FACILITIES

PARKS, RECREATION AND CULTURAL FACILITIES

Introduction

The scope of the work required a comprehensive review of recreation facilities, and a condition review of parks and open spaces. Key areas related to the architectural, structural, mechanical and electrical components and features of the buildings. Additional information was obtained from persons who led our tours, including facility managers or persons involved with local community organizations with knowledge of the buildings. No intrusive measures were taken to examine specific parts of the buildings.

Recreation Facilities Reviewed

1. Aquatic Centre (Outdoor Swimming Pool)
2. Exhibition Centre
3. Library
4. Curling Rink
5. Diamond Centre
6. Agricultural Facilities

Open Space

A number of open spaces were also observed:

1. Lions Playground
2. Northside Playground
3. Ellis Granley Park
4. Outdoor Rink
5. Skateboard Park
6. Ball Diamonds
7. Sports Grounds Washrooms
8. Sports Grounds Picnic Shelter (Bandstand)
9. Gymkhana Grounds
10. Toboggan Hill
11. Pedestrian Pathways and Trails

OBSERVATIONS

Visits were carried out on days when the weather permitted unhindered views of the sites and building exteriors. Observations covered site issues, building exteriors, interiors and operating systems.

Reviews of the parks and playgrounds listed above were also a part of the overall facility study. A general review of each site was completed, with attention to those features observed to show deficiencies. For these, we provided a brief recommendation for remediation and an Order of Magnitude estimate of cost to address the deficiency.

RECOMMENDATIONS

Remedial action regarding deficiencies observed is categorized on a prioritized basis. These categories are offered as guides for scheduling work and are described as follows:

Priority 1 (1-12 months)	Problems related to Building Code and personal or building safety issues, as well as those any problems which are quickly becoming worse, are recommended to be done right away or at least within the first 12 months.
Priority 2 (12-36 months)	Problems related to declining functionality of the facility, declining efficiency of building components or diminishing enjoyment of certain features by users are recommended to be addressed in the next priority period.
Priority 3 (36-60 months)	Problems of a cosmetic nature, or that are discretionary in terms of meeting user needs or require major capital investment, are placed in the last category. The client may choose to rearrange tasks according to individual needs, programs, budgets and the availability of required resources to perform the work.

1. **Range of values:** Values shown are “Order of Magnitude” estimates. A range in estimated values indicates reflects the fact that more in depth information is needed to arrive at a closer estimate and that there could be various ways to deal with the problem(s) observed. During our reviews we have to make assumptions as to the Client’s objectives for the work to be done. More precise cost estimates will require decisions by the Client regarding the desired results for the short, medium or long term.
2. **Contingency:** An additional amount of 15% should be budgeted for all projections to cover unexpected costs, which is particularly the case for repair, upgrade and renovation projects.
3. **Location Factor:** When the work to be done is at some distance from major centres, and depending on the nature of the tasks to be performed, it is important to be aware that an “up charge” as much as 15-20% may be added by contractors to accommodate additional travel, accommodations for workers and logistics related to obtaining materials, site supervision, etc.
4. **Dollar values:** All estimated amounts are shown as 2015 dollars.

Aquatic Centre

Brief Description:

This outdoor facility was constructed in 2012 and open for use in the spring of 2013. It is comprised of a wood-framed 2,310 sq. ft. pool building with an ECCO brand, in ground pool having a bathing load of approximately 130 persons. A double loop water slide with a zero depth run out is mounted on the E side of the concrete pool deck. The entire pool area is enclosed with a chain link fence. Limited viewing area is available on the pool deck, with a viewing bleacher across the fence in the Lions Park to the S of this site. No other improvements or structures are located on site. All storage is currently housed within the pool building.

Key Observations:

Site: The site is generally level, with gravel and grass cover and a small grove of deciduous trees along the N boundary. Parking is only available on the street as no space is provided on site. Aside from the new security fence, the only improvement to the site include is an access sidewalk which shows differential settlement at the handicap (H/C) ramp end (W), which presents a tripping hazard and requires repair.

Exterior: Since the building is quite new, the metal roofing and stucco siding is understandably in good overall condition. Some water staining is visible on the S wall where water faucets exiting the wall have allowed water to run down the stucco creating stains. This needs to be corrected both for cosmetic reasons, but more importantly for building envelope security. Wetting the stucco can lead to its degradation over time, resulting in a larger repair project. Although the pool is only used in warm months, any moisture retained in the stucco at season's end can result in frost damage to the material. Insulation is appropriate with R20 values in the exterior walls and R40 in the ceiling. There are no windows except for Life Guard viewing S to the pool area. All doors are fire rated, insulated metal assemblies in good condition. A canopy over the main entrance (N) was not included in the design, but a plan is now in place to have one installed in order to keep rain from directly hitting the door.

Interior: All wall surfaces, either of gyproc or clad with fiberglass reinforced plastic (FRP) panels, as well as acoustical tile T-bar ceilings and concrete floors appear in good condition. The initial floor finish in the change (wet) areas was too slippery so an alternate product has been applied. This seems to work better for user safety, but needs to be monitored to ensure it performs as required. Storage rooms located off the pool deck for pool gear as well as for chemical storage and mixing appeared in good condition, with appropriate Code items in place for public and building safety. The Mechanical/Electrical room also appears to be in good condition, as would be expected for a new building. However, this space also included the storage of assorted pool toys and some combustibles, which is not Code compliant. All combustibles are to be stored elsewhere. The janitor's room is also in good condition, with appropriate safety devices and door system in place.

Pool, pool deck and water slide: The pool is reported to be functioning properly and the concrete deck is in overall good condition. However there are shrinkage cracks in various locations, with some larger cracks on the W side which need to be repaired before water migrates into the slab and is damaged from frost. The water slide shows some rusting on both the structure and bolt connections. This needs to be cleaned and repainted to avoid further deterioration.

Systems: Pool Plant: No problems are reported concerning the plant performance. Public Works personnel as well as the pool plant contractor are overseeing its operation as required in the operating manuals. It is understood that qualified personnel oversee annual inspections at least prior to season opening and upon shutting down the systems before winter. Correct operating procedure requires that a detailed log be kept to ensure best practice with regards to its maintenance schedules and regular performance checks.

Mechanical & Electrical Systems: As can be expected at this age of the facility, all components of the Mechanical system (including plumbing) are reported to be working properly. One issue with the S wall exterior shower has required modifications, with access problems as a result of the wall design at that location. A solution was reported to be in place. Also, the hose bib on the S wall requires modifications to restrict water from running down the stucco wall, staining the finish and wetting the stucco. Electrical system components, controls and fixtures are reported to be functioning properly.

Code Issues: Given the recent construction of this facility, and considering that current building Code requirements would have been met to receive approval for occupancy, no Code issues were observed during our site visit. If any deficiencies do exist, they would likely only be discovered with a detailed examination of building and system components, which is outside the scope of this study.

Recommendations & Cost Estimates: Priority 1 tasks include leveling the front sidewalk at the wheel chair ramp section, modifying the S wall hose bib and cleaning the stucco stains, cleaning and sealing all cracks in the pool deck and repainting rusting sections of the water slide. These are further detailed in the accompanying Technical Report.

TOTAL estimated cost range is \$3,800 - \$6,800,

Conclusion: Since this is virtually a new building, few problems are identified. The deficiencies noted need to be addressed soon to ensure that there are no challenges to any parts of the building structure, and that costs for remediation are kept to a minimum.

Redevelopment Potential: The pool is built out on its site as a single purpose, aquatic facility. However, depending on how adjacent land to the S (Kinsmen Playground) or the Town land to the N is used, further recreation facilities could be developed although not necessarily attached to this building. Additional development could include outdoor fitness equipment and/or a spray park, as examples.

Exhibition Centre

Brief Description: The Exhibition Centre was recently constructed and opened for use in 2011. Located within the boundaries of the Sportsplex Grounds, this pre-engineered metal building has an area of 1,280 sq. ft. in addition to the 27,840 sq. ft. rink section (including the 85 ft. x 200 ft. NHL-sized ice surface) and 13,440 sq. ft. of amenity space on the main and upper floors. The total simultaneous occupant load has been designed for 1,700 people, this includes bleacher seating for up to 325.

Key Observations:

Site: The property is generally level, gravel surfaced on the E and W sides, with some grass on the N and S sides. Site drainage trends to the N ditch along the road, with some to the S overland. No significant landscaping has been established. A graveled parking lot is located on the E side, with no defined stalls. Miscellaneous structures on site are limited to sidewalks and entrance concrete aprons and pads. Concrete repairs are needed at the W entrance door threshold to the Ice Plant as well as pads by man doors on the N side. Additionally, there is no canopy over the main entrance on the E side, which would help prevent rain from directly entering the vestibule.

Exterior: The metal roofing and siding appears to be in good condition in all areas. No problems are reported with the building envelope. Roof drainage components are all in place, with water being directed to the ditch along the flanking N street. Insulated and fire rated metal doors are all Code specified and in good condition. No windows are installed in the building exterior walls, and all vents appear in good condition.

Interior: Concrete floors, gyproc walls and T-bar ceilings with acoustical tiles are in good condition in all amenity areas. These rooms show a good level of care and maintenance. The kitchen shows well with all flooring, cabinets, hardware, fixtures and cooking equipment in good condition. No signs of rough use or neglect are apparent. All door assemblies are in compliance with Code, as can be assumed given the near-new construction that would be required to meet current Codes. Washrooms are also in well-kept condition. The upper level space shows good maintenance overall, but there are some concerns regarding the almost 3,000 sq. ft. of vinyl tiled flooring that is loosening at the edges of each tile. This may lead to an earlier than anticipated replacement if water penetrates under the tiles during cleaning. Technical information indicates that no further separation may occur, but replacement planning should be considered within the next 5 years.

Rink Section:

Ice Plant: This is a 90-ton capacity anhydrous ammonia unit, installed and maintained by Startec Refrigeration. Regular maintenance checks are performed by qualified personnel prior to season opening, mid-season and end of season shut down. Major unit “breakdown” for servicing is done on a 5-year cycle, with the first major event scheduled for spring, 2016. The overall system is reported to be working as required, with initial operating problems with the dehumidifier having been corrected.

Rink Slab and Board System: The dasher boards and shields appear to be in good order, showing no signs of failure or abuse. BrySand Arenas (installation contractor) has advised that to avoid damage to any of the slab or board system, soil brought in for rodeo events should be approximately 1.5 feet deep or more, and the haul road with tandem trucks should be built from the overhead door end so that the trucks are not travelling directly on the concrete slab. Ideally, a “wheel path” comprised of ¾” plywood should be laid down on the concrete before the dirt is hauled in. Also, at no time should the soil be banked up against the board system with loader equipment. Regarding the types of events acceptable, the floor is designed to accommodate rodeo activities and other “non-impacting” events. However, Monster Truck shows where vehicles do jumps in competition are not suitable for this floor. Live loading of this type would have required a much more heavy duty floor than the one in place. Impact can damage the concrete and the cooling pipe system within the floor.

Spectator Area (Rink section): Theatre style seating is in place and appears to be in good condition, showing a good level of maintenance. The raised viewing deck for H/C spectators in the NE corner of the rink section appears well constructed, has a solid safety barrier and is in good condition.

Mechanical & Electrical Systems: The main furnace in the lower amenity area serves all spaces in this level. Ceiling mounted Reznor gas heaters are used on the Upper amenity area as well as the service areas at the W end of the rink. The rink section is heated with ceiling hung infrared tube heaters. All are reported to be performing properly. All plumbing systems and fixtures, as well as the hot water tanks are also in good working order. Firefighting extinguishers, alarm devices and fire suppression system (kitchen) are in good order, properly located throughout the building and receive regular inspections. No problems are reported.

The electrical system including the distribution wiring, service capacity, GFI outlets, illumination (LED over the rink), and site security lighting on the exterior of the building complies with the Code as required at the time of construction. No modifications to system components are reported or observed.

Code Issues: Since this building was completed in 2011, and considering that current building Code requirements would have been met to receive approval for occupancy, no Code issues were observed during our site visit. If any deficiencies do exist, they would likely only be discovered with a detailed examination of building and system components, which is outside the scope of this study.

Recommendations and Cost Estimates: **Priority 1** work is related to Site issues including Ice Plant scheduled “breakdown” servicing and unfinished concrete work for an estimated cost range of **\$6,000 - \$8,000**. **Priority 2** work recommended concerns canopy protection over the main entrance and installation of vehicle parking barriers, in the range of **\$7,500 - \$11,500**. It has been reported that the Arena Society apparently has plans to undertake this work in the spring of 2016. **Priority 3** work should anticipate replacing the upper level floor tile at an estimated cost range of **\$20,000 - \$25,000**.

TOTAL estimated cost range is \$33,500 - \$44,500.

Conclusion: Since this is essentially a new building, few problems were expected and few were identified during the tour. Some problems with the Ice Plant and associated components were previously addressed. The deficiencies observed need to be remedied in a timely manner to ensure that there are no challenges to any parts of the building structure, envelope or systems and that costs for the work are kept to a minimum.

Redevelopment Potential: This building is designed to be a stand-alone facility, with no original intent to connect it to future development. Its siting within the Mayerthorpe Sports Grounds appears to eliminate any realistic opportunity for expansion of this facility.

Library

Brief Description: This community asset has been located in the basement of the Town Office for approximately 25 years. The growing demand for access to a broader range of knowledge resources, as well as the need to accommodate computer stations and increased administrative space has caused the space occupied to be too small. In addition, the prohibitive cost of repairing or replacing the H/C stair climber results in restricted access for Library use. **Key Observations:**

Site: The merits of the Town Office site apply to the Library. It is well located with easy access to the downtown area, with adequate parking on site and on the street. No site issues have been mentioned as negatively impacting the public's enjoyment of this facility.

Interior: It was noted earlier that entrance to the Library is not H/C accessible. The Friends of the Public Library have received confirmation of funding, (\$12,850) towards a new platform lift and is currently awaiting confirmation of several other requests for funding. It is anticipated that the new lift will be installed in early 2016. Interior finishes including the carpeted flooring, painted gyproc walls and acoustical tile T-bar ceiling all appear in good condition. Washrooms are shared with Town office use on the main floor and are well maintained. Administration and related staff areas are limited in size but appear to be well maintained. Storage space is minimal, and needs to be fire rated with fire rated door assembly if room is enclosed.

Mechanical and Electrical Systems: The 2 furnaces and electrical panels are in the same room. These components are reported to be working satisfactorily. Electrical wiring distribution, switches and fixtures all appear to be working with no problems reported. Illumination in the main area is by fluorescent strip lighting. No indication was given that this needs to be upgraded to a more efficient light source. Further investigation may indicate that light sources and illumination levels need to be upgraded to current standards. Wall penetrations and gyproc joints are not sealed as required for Code compliance. No smoke detector was noticed in this area, which is also required for Code compliance. Water stains are evident on lower sections of some gyproc, which may indicate moisture penetration through the concrete.

Code Issues: Wall penetrations for piping or conduit, as well as gyproc joints are to be sealed to enclose this space in the event of a fire. Also, a smoke detector is required for this space to provide a necessary alarm in the event of an emergency.

Recommendations & Cost Estimates: **Priority 1** work recommended is to ensure proper sealants are applied to all penetrations from the furnace room to adjacent spaces. The **TOTAL estimated cost range is \$500 - \$1,800.**

Redevelopment Potential: No potential is seen for this space to be further developed for Library purposes. A new, larger location should be considered as a community priority.

Curling Rink

Brief Description: This wood-framed, arch rib building was reported as constructed in 1964. The overall facility is comprised of 13,453 sq. ft, including the 7,653 sq. ft. rink section, and the combined main and upper level amenity area of 5,800 sq. ft. A small cellar is located under the front (N) section of the building serving only as an access to piping and ductwork. The building is set on a perimeter concrete foundation with a refrigerated concrete slab floor in the rink section. A small ice plant building addition on the W side sits on a concrete foundation with a concrete floor. The entire building exterior is clad with metal, overlaid on a previously asphalt shingled roof. From site observations, the building appears to be square as to its structure, with no apparent sag in the roof line or bulging along the lower wall sections.

Key Observations:

Site: The building site is largely comprised of gravel and grass covered areas on the E, S and W sides. It appears to be adequately drained, trending to the E and W sides. Aside from grass cover, no other landscaping features are present. Parking is available on site with non-dedicated spaces, as well as along the abutting street.

Exterior: Roofing metal covers the entire building, with metal siding on the flat N and S end walls. The Ice Plant addition has a sloped metal roof as well as metal siding. Insulated metal doors are installed at the N end, with wood doors for the S end and Ice Plant addition. A metal structure fire escape on the N end leads to the upper level Lounge. The only window is located beside the NW exit door under the fire escape. Overall, the exterior is in good condition with some deficiencies to the foundation on the S and W sides and under the Ice Plant addition, as well as the exterior cladding on the Ice Plant.

Interior: Generally the public areas on both the main and upper levels are in good condition. T-bar ceilings, gyproc painted walls and stairwells show well for a facility getting heavy use through the curling season. The main lobby carpet is showing wear, and in spite of being kept as clean as possible, will need replacing in a few years. The kitchen is well maintained with floors and walls needing only regular maintenance. Cabinets are overall in good shape, with minor repairs required for the laminate trim. The commercial stove is equipped with fire suppression equipment and reported to receiving annual inspections. Inspection tags are to be displayed on or near the equipment. Washrooms are also in generally good condition with acceptable ventilation and light levels. Non-compliance with building Code is observed in a number of rooms as set out under the heading “Code Issues” below.

Mechanical & Electrical Systems:

Mechanical: Two gas fired furnaces serve this building, with one on each level. These units, along with the single hot water tank, appear to be about 10 years old. They are reported to be working satisfactorily. No problems were reported with components of the plumbing equipment, aside from regular upgrades to toilets and fixtures.

Electrical: Electrical system components were reported to be functioning properly. Upgrades were made to the lighting in the rink section to provide better and more cost effective fluorescent luminaires. Wall mounted site security lighting is in place only on the N end of the building.

Ice Plant: Although an old system, this unit was reported to be working well, with major components having been replaced during a major overhaul in 2011, and a Freon change made in 2015. Structural support work for the roof mounted condenser has recently been undertaken. Regular maintenance checks are performed prior to season start up, at mid season and at shut down in the spring. No safety devices are noticed in the plant room, which need to be installed to meet Code.

Rink Slab: The headers and floor are reported to be performing well and appear to have no cracks that could be a concern for the structure and the refrigeration tubes within it.

Code Issues: Fire separation issues dominate the Code concerns. Fire rated door assemblies with closers are required for the kitchen storage room, the main and upper floor mechanical/electrical rooms and janitor's room. Additionally, wall penetrations for wiring, ductwork, piping or exposed wallboard joints are to be sealed with fire rated compound or metal flashing in these rooms. A fire rated door assembly with a crash bar is needed in the Locker Room. In the kitchen, a GFI receptacle needs to be installed in the vicinity of the sink.

Recommendations & Cost Estimates: **Priority 1** items requiring attention include addressing all Code deficiencies, with particular attention given to fire prevention measures in the mechanical/electrical and storage/janitor rooms. The Locker Room emergency escape exit door is also of high importance to install. The estimated cost range is **\$10,500 - \$14,200**. **Priority 2** tasks relate to building exterior issues, including foundation repairs and vehicle barriers in the range of **\$13,800 - \$18,200**. **Priority 3** items include replacing carpet in the main and upper lounge areas and constructing a metal canopy over the main entrance for an estimated cost in the range of **\$16,000 - \$21,000**.

TOTAL estimated cost ranges from \$40,300 - \$53,400.

Conclusion: This facility presents the greatest amount of upgrade work needed for the Town facilities. It is both a reflection of its age (and therefore Code requirements and level of inspection), the type of construction and sometimes the amount of work undertaken by volunteers. It is fundamentally a sound building but needs to have key areas upgraded to ensure its structural integrity (foundation), and to ensure the safety of the public and the building itself. Given the extent of its usage, it is deemed an important facility to invest in for future enjoyment of the community.

Redevelopment Potential: Given the age and configuration of this building, any expansion on the existing footprint to accommodate any other recreational uses is not considered economically realistic.

Diamond Centre

Brief Description: This community centre building has a total area of 10,080 sq. ft. The hall section is 6,531 sq. ft. and the stage area is 442 sq. ft. Built in 1980, it is constructed with concrete slab floor, masonry block walls, steel frame, open web steel joist (OWSJ) roof system and metal deck roof. Exterior finish is stucco and the original tar and gravel roof was refinished in 2012 with a spray on polyurethane product.

Key Observations:

Site: Basically the site is a gravel/sand/clay mix, with no landscape treatments aside from a boulder and rock feature near the main entrance. Roof and site drainage is overland, sloping to the N and E. No drainage problems are apparent. Parking is either along the street, randomly arranged on site or at nearby facilities. Improvements on site are minimal, including a good chain link fence on the W and S sides, and a metal framed canopy over the main entrance. H/C access is grade level through a single door at the SE corner of the hall.

Exterior: The stucco exterior appears to be sound in all areas. Repainting and weather sealing of exterior metal doors is advisable, and the roof drainage downpipe discharge on the N side needs repairs. No windows are installed in the building, and all vent openings appear in good condition.

Interior: Upon entering, it is apparent that good care has been applied to keep the tile, vinyl and carpet floors in good condition, even though some areas show wear and need to be replaced. Wall finishes (carpeted wainscot band, painted gyproc, exposed masonry blocks) and acoustical T-bar ceilings throughout are also in good condition overall, with minimal work to update areas of normal wear and tear. The kitchen floor tile, gyproc walls and ceiling finishes are all good, although some repainting would brighten the work space. Minor cabinet repairs are needed but otherwise the food prep area is well maintained. The storage room off the kitchen, public washrooms, the janitor's room and the mechanical/electrical room at the N end of the building all appear in good condition regarding flooring, wall and ceiling finishes.

The mechanical/electrical room in the SW corner has a concrete floor with gyproc walls showing joints not taped and mudded, which is not Code compliant. The stage has recently had new vinyl flooring, and overall the space is in good condition. Along with the stage washrooms and storage room, repainting is required to update the space. Washroom fixtures are only fair, and need to be scheduled for replacement. The main hall appears to be in well-kept condition, although the hardwood floor, while it is being maintained well, is in need of refinishing. Other options for a dance floor should be considered prior to committing to a particular solution. Wall finish includes a lower section or band of carpeting for sound management, but in future should be considered to be replaced with Code compliant material.

Mechanical & Electrical Systems: Mechanical: All furnaces (5 units) have been replaced since 2002, and are reported to be performing well. Hot water tanks have also been replaced recently (2011), with no problems being reported as to performance. Washroom tile floors, “Barker Board” walls and T-bar ceiling finishes are in good condition. Fixtures are good, and older toilets are being replaced as part of maintenance plan. H/C stalls are in place, but entrance doors to washrooms are not current standard. Fire suppression equipment is in place in kitchen and is inspected annually. The make-up air system is operating properly but cold air is brought in without sufficient warming. This problem is currently being investigated for a solution. Wall mounted fire extinguishers are located in key required locations and smoke and CO alarm detectors are in place within rooms where required. All devices reported to be operating properly, and annual checks are made for units where required.

Electrical: The capacity of the system is reported to meet the current needs of the Centre. Some upgrades to capacity in Stage area were carried out in 1990. Interior illumination was reviewed previously, with upgraded and energy efficient strip lighting conversions done in main hall area. Otherwise light levels reported to be adequate. EXIT lights are in place at each exit with emergency light packs installed. Light pack still needed over SW exit doors from banquet hall area to meet Code. Security halogen lights are wall mounted on exterior at main entrance and over each door. All lights appear to be in good working order.

Code Issues: Given the construction period of this building and the continued upgrades it has received, Code deficiencies that are readily apparent are few. Storage of combustible materials in the N Mechanical room or the SW Mechanical room (table storage) does not comply with Code, and items need to be relocated. Wall penetrations in the N and SW Mechanical rooms and open joints between gyproc sheets in the SW Mechanical room need to be sealed with appropriate materials (caulking, tape and mudding) to meet Code. Handrails on the outside of stairs leading to the Stage in the hall (2), as well as leading to the Stage from the SW Mechanical room (1) need to be installed for safety reasons. Closers for the fire rated doors in the kitchen and the SW corner of the hall need to be installed for Code compliance. An emergency light pack needs to be installed at the SW double doors exiting from the hall. EXIT sign is in place.

Recommendations & Cost Estimates: Priority 1 upgrades cover Code related tasks as well as repairs to roof drainage pipe, door repainting, door threshold and tile repairs and vanity repairs in the Men’s washroom. Estimated cost range is **\$5,200 - \$7,200**. **Priority 2** upgrades include parking barriers, interior painting and flooring replacement and finishing in the hall. Estimated cost range is **\$23,000 - \$29,500**.

TOTAL Cost Estimate range is \$28,200 - \$36,700.

Conclusion: This building has had many upgrades since its construction and shows the results of good management with respect to upkeep. The exterior is generally in good condition, and while not noted here, may need to be over clad in years to come to ensure that any cracks or degrading of the cementitious stucco do not allow moisture to penetrate the building envelope. Further consideration needs to be given as to whether that would also be the time to add insulation to the exterior.

A Cost/ Benefit analysis of such upgrades would be the first step in the decision process.

The Centre has seen a lot of use, but good records management has allowed operators to “track” work to be done for continuous upgrades. The current major budget challenge concerns refinishing or upgrading the hall hardwood flooring. Once done, it will help to maintain a good standard for performance, maintenance and appearance, as well as keep the public interested in renting this space for a wide range of functions.

Redevelopment Potential: At the time that the new Exhibition Centre was being planned, consideration was given as to how this facility could be tied to the new building to create a “recreation and culture complex”. Ultimately, tight budget considerations for the new arena did not allow for realization of the concept for a “complex.” This is an excellent community asset, and will likely remain as a stand-alone facility. Its design initially did not take expansion into consideration, and the cost and benefit of attempting to do so would not appear to be feasible in the foreseeable future. However, further modernizing of the building both inside and out would be wise to consider in future plans.

Agricultural Society Facilities

Brief Description: This facility is made up of 3 buildings, referred to as Barns. Barn #1 (approximately 4,000 sq. ft.) includes the main floor office section with a sales ring, upper level meeting area and a barn section with animal wash bay. Barn #2 (5,760 sq. ft.) is an open ‘loafing barn’ with partial exterior walls and an interior divided into pens. Barn #3 (3,200 sq. ft. barn with 480 sq. ft. concession) is a closed in riding ring building with an enclosed concession and covered patio section. Barns #1 & #2 were constructed in the late 1980’s, with Barn #3 built in the mid 1990’s. All buildings are wood framed with metal roofing and siding, with concrete slab floors in the “amenity” sections. An outdoor “Show Ring”, consisting of a sand/clay base and metal pipe fence is located between Barns #2 and #3.

Key Observations:

Site: The overall grounds have a base mix of clay, sand and gravel crusher screenings. Drainage runs away from the buildings and no water accumulation problems are evident or were reported. Minimal grass cover is seen by the Show Ring, and there are no trees or shrubs on site. There are no designated parking stalls, so parking occurs randomly on site with more space to the W on open grass covered Town property. Overall, the site is in good condition.

Exterior: All barns are clad with metal siding and roofing, which appears to be in good condition. Bar #2 only has siding on W side, and W end of N and S walls. Some aluminum fascia sections are missing on Barns #1 and #2, as well as whole sections of eaves trough on the N side of Barn #1. Several downpipes and leaders are missing, requiring replacement to ensure proper drainage away from buildings. Exterior doors on buildings are metal, with some requiring repainting and door seals. All buildings are handicap accessible, but no H/C washrooms are in the buildings. A metal roof canopy on wood posts is located at the main entrance to Barn #1. Its condition is poor and requires replacement.

Interior: Barn #1 has most interior development. Entry is directly into a hallway, there being no vestibule or lobby. A small office, mechanical/electrical room, washrooms and the Sales Room are located at this level. The painted concrete floor in developed areas, painted walls and T-bar ceiling all appear to be in good to fair condition. Washrooms each have H/C stalls, but are not fully H/C accessible from the hallway. Floor repainting is advised for appearance and ease of cleaning. The Sales Ring is enclosed with metal corral barrier, has bleachers rising to the second level with all components appearing to be in good condition.

A storage space under the bleachers is enclosed with a door, but no part of this space is fire rated to meet Code with a fire rated door, interior wall finishes and alarm devices. There is no fire rating on the door to the Mechanical/Electrical room or in its interior. Wall penetrations and open joints between gyproc sheets are evident. Also, no alarm devices are seen in this storage space. These need to be corrected to be Code compliant. The upper level mezzanine is open to the Sales Ring, and serves as meeting space. The vinyl tile flooring shows wear with some broken sections. Replacement is recommended.

Barn #2 is basically an open building and used only in the spring, Summer and Fall seasons. Minimal lighting is provided and no washrooms are included in this building.

Barn #3 is also basic open space for indoor riding and has no washrooms or meeting spaces. The riding area appears to be in good condition, and provides some space for miscellaneous winter storage. The Concession is within this building on the E side. Interior has basic finishes in gyproc and metal. Limited food service is available from this “kitchenette” with service through a window counter. Interior wall and ceiling finishes (painted gyproc and metal, and T-bar) are in good condition. The concrete floor is generally good but shows a large crack running across the centre aisle, requiring filling for sanitary and safety reasons.

Mechanical and Electrical Systems: Only **Barn #1** has these systems, since the other barns are only used in warm seasons.

Mechanical: The ages of the furnace and hot water tank in Barn #1 are unknown. They appear to be over 25 years, which is generally the extent of the design service life. They were reported to be working well, since they are not used on a regular basis. Inspection dates for these units is unknown, but it was reported that inspections have been performed on an annual basis. The fire alarm system consists of hand held extinguishers which were not seen to be wall mounted in areas expected for Code compliance. A pull alarm station is visible at the base of the bleachers by the Sales Ring. The date of last inspection is also not seen for any part of the system.

Electrical: It was reported that electricity is provided to Barns #2 and #3 from Barn#1. The system capacity, wiring distribution and general interior lighting are reported to be in good working order. Emergency EXIT lighting and light packs are located in key locations. Security lighting is reported to be adequate, with wall mounted halogen units on all sides of Barn #1, with N wall positions for Barns #2 and #3. Driveways and adjacent open spaces appear well illuminated.

Code Issues: The enclosed storage under the Sales Ring bleacher containing an assortment of combustibles requires Type X gyproc lining with all joints mudded and taped, and a fire rated door assembly with door closer needs to be installed. Additionally, a smoke alarm needs to be installed, preferably hard wired. For building security, a commercial alarm service should be contracted so that the building can be monitored for those extended periods when it is not occupied. Regular inspections are required and tags indicating dates should be placed on or near the respective equipment.

Recommendations and Cost Estimates: **Priority 1** tasks include concrete slab crack and pad repairs, eaves trough repairs and replacements, Code upgrades to storage room and mechanical/Electrical room. Estimated cost range is **\$8,500 - \$11,800**. **Priority 2** work includes a new canopy and concrete pad entrance to Barn #1 main entrance, and replacement of mezzanine level vinyl tile flooring. Estimated cost range is **\$11,000 - \$13,000**.

TOTAL Cost Estimate is \$19,500 - \$24,800.

Conclusion: Overall the Agricultural Society grounds and buildings are in good condition. As the amenities are not complex and are not used on a year-round basis, they are serving the purpose of the Society well with a low level of maintenance required. This is attributable to having developed a solid base for the entire site, using metal siding and roofing throughout and using all metal piping for railing as opposed to wood. A good level of care is shown on this property. Aside from ensuring mechanical and electrical systems are working well and inspected regularly, fire safety issues and regular inspections must be a high priority.

Redevelopment Potential: The site occupied by the Ag Society is fully developed. Barns cannot be expanded since all adjacent spaces serve a particular purpose. In order to provide for a broader range of agricultural events, aside from using the Exhibition Centre, consideration could be given to developing additional outdoor spaces or buildings to the W. It is not known at this time whether further development would be economically feasible or whether it would fit within some future Master Plan for the overall Sports Grounds.

Order of Magnitude Upgrade Cost Estimate Summary

**Town of Mayerthorpe
Parks, Recreation and Culture Facilities
Building Condition Reviews**

Order of Magnitude Upgrade Cost Estimates Summary				
Facility	Priority			Total Cost Estimate
	P1 (0-12 mo.)	P2 (12-36 mo.)	P3 (36-60 mo.)	
Aquatic Centre	\$3,800-\$6,800	0	0	\$3,800-\$6,800
Exhibition Centre	\$6,000-\$8,000	\$7,500-\$11,500	\$20,000-\$25,000	\$33,500-\$44,500
Library	\$500-\$1,800	0	0	\$500-\$1,800
Curling Rink	\$10,500-\$14,200	\$13,800-\$18,200	\$16,000-\$21,000	\$40,300-\$53,400
Diamond Centre	\$5,200-\$7,200	\$23,000-\$29,500	0	\$28,200-\$36,700
Agriculture Society Facilities	\$8,500-\$11,800	11,000-\$13,000	0	\$19,500-\$24,800
Totals	\$34,500-\$49,800	\$55,300-\$72,200	\$36,000-\$46,000	\$125,800-\$168,000

Parks and Playgrounds

MAYERTHORPE PARKS & PLAYGROUNDS

Facility	Features & Components- General Condition Review						
	Uses	Topography	Surface	Drainage	Parking	Structures	Lighting
LIONS PLAY GROUND	<ul style="list-style-type: none"> • Children’s play area 	<ul style="list-style-type: none"> • Level 	<ul style="list-style-type: none"> • Grass covered. Sand in equipment area 	<ul style="list-style-type: none"> • Appears good. May become wet at low side 	<ul style="list-style-type: none"> • On street 	<ul style="list-style-type: none"> • Playground equipment-basic pieces. Current models & finish • Picnic table and bleacher • Chain link fence all around 	<ul style="list-style-type: none"> • No site lighting. Pool security lights and street lights

Comments Playground adjacent (S) to outdoor pool. Pool viewing possible from metal and wood bench bleacher, in good condition. Play equipment plastic coated but faded. Repaint or color coating needed for appearance improvement only. Sand play area shows grass growing but rototilling scheduled late August. Ends of bleacher skirts potential hazard for foot injuries. No trees or shrubs on site. Overall good condition.

RECOMMENDATION: Priority 1: Install protective covers on ends of bleacher metal skirts. (Est. \$100 - \$200) **Priority 2:** Repaint faded play structures. (Est. \$800 - \$1,500)

NORTHSIDE PLAY GROUND	<ul style="list-style-type: none"> • Children’s play area 	<ul style="list-style-type: none"> • Level 	<ul style="list-style-type: none"> • Grass covered with small stand of mature trees. Sand in equipment areas 	<ul style="list-style-type: none"> • Appears good. 	<ul style="list-style-type: none"> • On street 	<ul style="list-style-type: none"> • Playground equipment-basic pieces. Current models & finish • Bench • Chain link fence all around 	<ul style="list-style-type: none"> • No site lighting. Street lights only
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Comments Playground adjacent to residential and industrial. Bounded by roads on two (2) sides. Play equipment in good condition but faded. Repaint for appearance improvement only. Grass growing in sand but rototilling scheduled for late August. Access from street poor with only wood crate in place to cross shallow drainage channel. Fence in good condition. Overall in good condition.

RECOMMENDATION: Priority 1: Develop proper access over ditch for entry. Install culvert past entry point. (Est. \$500 - \$1000) **Priority 2:** Repaint faded play structures. (Est. \$800 - \$1,500)

Facility	Features and Components – General Condition Review						
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	Uses	Topography	Surface	Drainage	Parking	Structures	Lighting
ELLIS GRANLEY PARK	<ul style="list-style-type: none"> Children’s play area 	<ul style="list-style-type: none"> Level in play area with gentle rolling surface sloping to N 	<ul style="list-style-type: none"> Grass covered with stand of mature trees. Sand in equipment areas 	<ul style="list-style-type: none"> Appears good 	<ul style="list-style-type: none"> On street 	<ul style="list-style-type: none"> Playground equipment- basic pieces. Current models & finish Bench Chain link fence all around 	<ul style="list-style-type: none"> No site lighting. Street lights only

Comments Very large property with playground occupying only small corner section. Mature trees distant from play area. Playground equipment in good condition overall but faded. Observed protective caps on top of several upright square steel tube supports missing. Creates potential cutting hazard. Sand area shows grass growing but rototilling scheduled for late August. Fence in good condition overall.

RECOMMENDATION: Priority 1: Install proper protective plastic caps on tops of square metal tube equipment supports. (Est. \$100) **Priority 2:** Repaint for appearance improvement only. (Est. \$800-\$1,500)

OUTDOOR RINK	<ul style="list-style-type: none"> Public skating and not supervised recreation use 	<ul style="list-style-type: none"> Flat site 	<ul style="list-style-type: none"> Grass outside rink. Hard packed clay/sand mix inside rink Natural ice 	<ul style="list-style-type: none"> Overland. Trends S of skate area 	<ul style="list-style-type: none"> At Curling Rink site or on streets adjacent 	<ul style="list-style-type: none"> Post and plywood constructed rink boards all around in poor condition. Light pole at each end of rink (1) non electrified, plywood only skate change shack in poor condition 	<ul style="list-style-type: none"> (1) HID light on pole each end of rink
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Comments Reported that rink was constructed to provide skating opportunities when original arena destroyed by fire. Well located for recreation purposes but post and plywood board system in poor condition. Many places where injury could occur if used for hockey with frequent board contact. Base appears flat, solid and well drained. Lights set up on high posts beyond each end of rink. Change shack only a temporary shelter for day light use. Extent of use now with new arena operating is uncertain. Cost to upgrade for safety versus benefit is uncertain.

RECOMMENDATION: Priority 1: For continued use as “casual” non-organized sport use only, boards to be upgraded or all replaced. (Est: \$3,500 - \$5,000)

Facility	Features and components – General Condition Review						
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	Uses	Topography	Surface	Drainage	Parking	Structures	Lighting
SKATE PARK	<ul style="list-style-type: none"> • Skate-boarding not supervised not organized recreation 	<ul style="list-style-type: none"> • Site mostly flat with gentle rolling sections 	<ul style="list-style-type: none"> • All grass. 	<ul style="list-style-type: none"> • Overland Trends to S side of property 	<ul style="list-style-type: none"> • At Curling Rink adjacent E or on street close by 	<ul style="list-style-type: none"> • One (1) skate board jump/ramp structure 	<ul style="list-style-type: none"> • Adjacent light for Curling Rink. Pole mounted as well as street lights nearby

Comments Skate park site well suited for use. Ample space for expansion of skateboard obstacles. Reported that existing structure no longer in suitable condition for public use. Sections of ramps worn although metal frame appears sound. May not provide the level of challenge for all but youngest skaters. Reported that consideration being given to remove and replace, but possibly at new skate park location. Alternative site not yet chosen. No estimate regarding cost to upgrade or replace since equipment type as yet undetermined.

RECOMMENDATION: Priority 1: Ensure all ramp surfaces are secure and free of broken components for safety. (\$200 - \$500)

BALL DIAMONDS	<ul style="list-style-type: none"> • (3) dedicated ball diamonds 	<ul style="list-style-type: none"> • Level 	<ul style="list-style-type: none"> • Shale infield, grass outfield 	<ul style="list-style-type: none"> • Good. No sign of ponding at visit 	<ul style="list-style-type: none"> • On street and on grass W of diamonds. 	<ul style="list-style-type: none"> • (1) Wood shack and (2) newer all concrete “dugouts.” Chain link fences and backstops all good, Portable metal framed bleachers with wood plank seats 	<ul style="list-style-type: none"> • No site lighting. Distance street lights only.
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Comments All ball diamonds appear to be in very good condition. Fencing and backstops in good condition. Appear to have no drainage problems. No dedicated washroom building. Concrete and metal “dugout” buildings good condition. Only wood dugout in poor condition. Metal frame bleachers with wood plank seats overall good. Plank seating needing paint.

RECOMMENDATION: Priority (1): Repaint bench seating. (Est: \$1200-\$2,000); Replace wood dugout with new concrete unit. (Est: \$13,700 – \$15,500)

Facility	Features & Components- General Condition Review						
	Uses	Topography	Surface	Drainage	Parking	Structures	Lighting
OFF LEASH DOG PARK	<ul style="list-style-type: none"> • Dog free running park 	<ul style="list-style-type: none"> • Flat. Located between Ball Diamonds #2 & #3 	<ul style="list-style-type: none"> • All grass 	<ul style="list-style-type: none"> • Surface runoff trends to E 	<ul style="list-style-type: none"> • On street to E 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • None

Comments Space for free run is located between existing fences around ball diamonds. No benches observed. Dog clean up bag dispenser noticed mounted on fence. Appears suitable for intended use, but no elements of interest for dogs or owners. Appears to have limited use.

RECOMMENDATIONS: Priority 1: Provide bench and waste can. (Est. \$200 - \$500)

SPORTS GROUNDS WASH-ROOMS	<ul style="list-style-type: none"> • Public use 	<ul style="list-style-type: none"> • Flat. Located in centre of Sports Grounds 	<ul style="list-style-type: none"> • Grass cover 	<ul style="list-style-type: none"> • Surface only appears good 	<ul style="list-style-type: none"> • At perimeter of Sports Grounds. Pedestrian access only 	<ul style="list-style-type: none"> • Single building with Men's and Women's sections 	<ul style="list-style-type: none"> • None dedicated
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Comments Concrete building appears in generally good condition. Clean up required at time of visit. Basic washroom for park use only and intended for daytime use only. No concerns with building reported.

NO RECOMMENDATIONS to be made at this time. (Maintenance only)

SPORTS GROUNDS PICNIC SHELTER (BAND STAND)	<ul style="list-style-type: none"> • Public use 	<ul style="list-style-type: none"> • Flat. Located in centre of Sports Grounds 	<ul style="list-style-type: none"> • Grass cover 	<ul style="list-style-type: none"> • Surface only appears good 	<ul style="list-style-type: none"> • At perimeter of Sports Grounds. Pedestrian access only 	<ul style="list-style-type: none"> • Single building with Men's and Women's sections 	<ul style="list-style-type: none"> • None dedicated
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Comments This is a simple wood structure with a gable truss roof supported on wood posts set on concrete slab floor. Primary use appears to be as a picnic shelter. No electrical supply noticed. Appears to be in good condition. Metal roof appears good with only edge flashing and no fascia. Intention appears to be for it to be left as natural appearing as possible. Concrete slab floor appears to be sound, with no evidence of weather damage or serious cracking.

NO RECOMMENDATIONS to be made at this time. (Maintenance only)

Facility	Features & Components- General Condition Review						
	Uses	Topography	Surface	Drainage	Parking	Structures	Lighting
GYMKHANA GROUNDS	<ul style="list-style-type: none"> Equestrian events 	<ul style="list-style-type: none"> level 	<ul style="list-style-type: none"> Appears to be sand and clay mix 	<ul style="list-style-type: none"> Appears good No evidence of ponding on site 	<ul style="list-style-type: none"> At edge of Sports Grounds Not dedicated 	<ul style="list-style-type: none"> Metal rail enclosure Metal bleachers and announcer s booth 	<ul style="list-style-type: none"> 4 light standards with HID luminaires. Power from portable generators only
COMMENTS	<p>Site is well suited for use. Close to other agricultural facilities, washroom, concession, etc. Structures appear in good condition. No direct power supply at this time.</p> <p>RECOMMENDATION: Priority 1: Install power to Municipal source. (Est. Cost To be determined. Depends on distance to connect to Municipal supply).</p>						
TOBOGGAN HILL	<ul style="list-style-type: none"> Public winter recreation 	<ul style="list-style-type: none"> Steep slope to the N 	<ul style="list-style-type: none"> Slightly rolling surface. Grass cover. 	<ul style="list-style-type: none"> Good to N. 	<ul style="list-style-type: none"> Random at top of hill. Non dedicated 	<ul style="list-style-type: none"> None. Public notice sign. Small fire pit. 	<ul style="list-style-type: none"> Single pole mounted light top of hill
COMMENTS	<p>Site is well suited for unsupervised sledding opportunities. No facilities for changing or concession are available and none are planned. Hill is used at own risk and notification of such is posted on signage. Maintenance by Town consists only of mowing grass prior to winter season to provide good surface for tobogganing.</p>						

**Town of Mayerthorpe
Parks, Playgrounds & Open Spaces
General Condition Reviews**

Order of Magnitude Upgrade Cost Estimates Summary

Facility	Priority		Total Cost Estimate
	P1 (0-2 months)	P2 (12-36 months)	
Lions Playground	\$100-\$200	\$800-\$1500	\$900-\$1,700
Northside Playground	\$500-\$1,000	\$800-\$1,500	\$1,300 – \$2,500
Ellis Granley Park	\$100-\$200	\$800-\$1,500	\$900-\$1,700
Outdoor Rink	\$3,500-\$5,000	0	\$3,500-\$5,000
Skateboard Park	\$200-\$500	0	\$200-\$500
Ball Diamonds	\$13,700-\$15,500	0	\$13,700-\$15,500
Off Leash Dog Park	\$200-\$500	0	\$200-\$500
Sports Grounds Washrooms	0	0	Maintenance only
Sports Grounds Picnic Shelter (Bandstand)	0	0	Maintenance only
Gymkhana Grounds	To be Determined	\$0	To be Determined
Toboggan Hill	0	0	Maintenance Only
TOTAL ESTIMATES	\$18,300 - \$22,900	\$2,400 - \$4,500	\$20,700 - \$27,400

Open Space Trail Master Plan

Of the households surveyed, 48% identified trails and pathways being of high priority to them. Additionally, 56% identified fitness and wellness opportunities as high priority activities. These statistics represent a growing trend for urban dwellers to seek more active, physical activities, with many looking for outdoor opportunities. Spontaneous hiking, walking, skateboarding or cycling outings can easily be accommodated within increasingly busy individual and family schedules. Considering this cultural trend, and the local expressed interest, we have developed a conceptual Trail Plan that builds on the portion of a trail already formally established on 52 St. and casually laid out beyond the downtown area (light blue). The attached Trail Map indicates what is being planned.

The objective is to ultimately have a Trail that connects all parts of the Town, including undeveloped or natural areas. It is intended to connect various neighborhoods and the commercial core so that individuals can access the trails from many different locations. Interest on the Trail will be heightened by connecting Points of Interest as they are identified on the Map. The Trail would provide sections that are specifically constructed for this purpose with some being hard surfaced, and some finished with gravel or wood chip surface for better all-weather use. Still other sections could be left in a more natural condition. Some sections will be on existing sidewalks through downtown and residential areas.

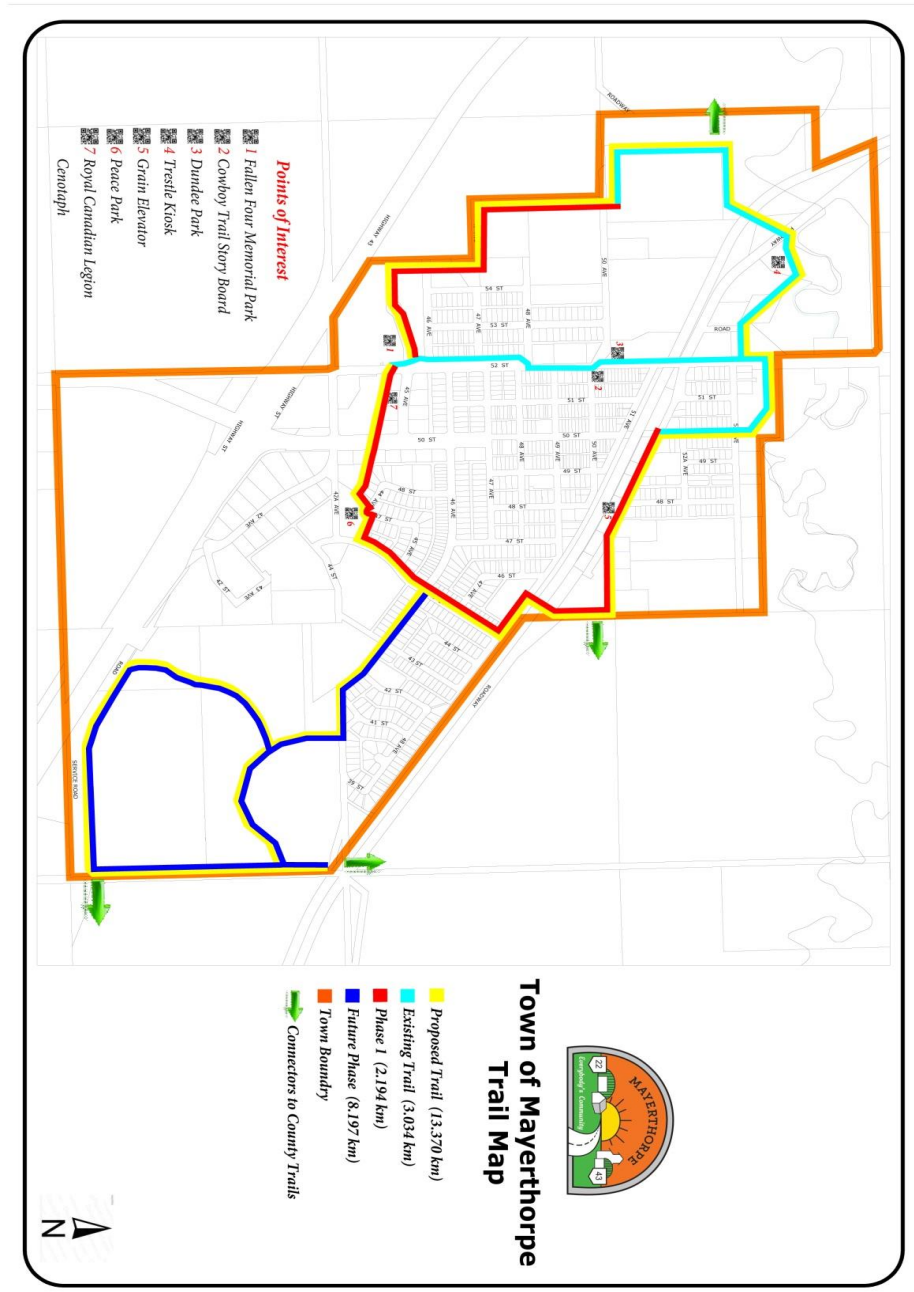
The existing portion of the Trail (light blue) envisions the Trail Head to be at the Fallen Four Memorial Park. Phase I development (red) would complete the NW loop largely through natural areas. Also, it will extend E and NE (red) to make its way through residential neighborhoods. Ultimately, it will extend to the SE (dark blue) and loop back into the Town core. Green arrows indicate the objective to link with a planned trail system in the County, providing an even more far ranging and interesting experience for users.

Initially, to launch the Trail beyond its present extent, the plan is to provide “way finding” (pathway markers) on the Existing Trail and Phase 1 routes, along with brochures indicating the Trail, type of surface, Points of Interest, length of Trail sections, and approximate time for walking. These brochures could be available at a kiosk display at the Fallen Four Memorial Park to facilitate self-guided hikes.

Importantly, to encourage input from the public, questionnaires would be included in the brochure inviting comments as to how users find the Trail layout to work, how to make it interesting and the extent to which they would use the Trails. Following a full season of this trial event, with feedback factored in, more specific plans would be made to incorporate major concerns and presented at a Public Open House. Finally, hard plans with design criteria, cost estimates and timelines for development would be produced.

Proposed Trail Plan

A larger, pull out version of this map is available as an attachment to this report.



SECTION 5

RECOMMENDATIONS

RECOMMENDATIONS

Introduction

A Master Plan of this sort cannot be conducted in a comprehensive fashion without primary consideration given to the impact such a development strategy will have upon the individuals and organizations it will serve.

In much the same way as financing, these developments can only occur through partnerships.

An important part of the implementation process will be continued engagement with community stakeholders, the private sector and regional governments to ensure strategic and collaborative solutions are developed.

It is clear that public and organization demand cannot be entirely met within Mayerthorpe's current community facility infrastructure. There is a need to address the infrastructure and retrofitting needs of these facilities as priorities over the short-term.

Demands are prevalent for:

- Community facility infrastructure upgrades and retrofitting;
- Expanded indoor opportunities for family orientated fitness and wellness program spaces;
- Open Space Development (pathways and trails);
- Facilities for the provision of Library services.

Future Considerations

How to position Mayerthorpe for growth, what to build, when to build and where to build are questions that this Master Plan attempts to answer. Much depends upon the financial capacity of the Town and their continued efforts to engage stakeholder organizations to support program development and the capital and operational costs for community facilities. Both will impact upon residents and their willingness to fund raise and accept increases in taxes for capital borrowing and subsidized operations.

What to build has been defined through the expressed demands of the public and user organizations, however what is demanded and what is realistic over the short-term depends on affordability. This is directly related to the growth of a sufficient market of users, (threshold) to pay for the cost of annual operations, in addition to any debt servicing costs related to construction.

In Mayerthorpe, the market is a moving target because minimal growth in population is anticipated and care must be taken to right sizing today's development to accommodate future populations within a planning horizon of 25 years. At this time the Town of Mayerthorpe and its partners are in a position to advance the recommendations; this needs to be coupled with an investment strategy in preparation for community facility upgrade and retrofitting. In this regard when to build relates to agreement among each of its partners to proceed to the next phase of development.

Organizational Development: Positioning for Growth

Public and organizational feedback clearly supports a vision that sees upgraded facilities to support programs. The achievement of such a goal lies in the harmonization and strengthening of stakeholder relationships including the Town, the Mayerthorpe Agricultural Society, the Library Board, regional governments and other significant community organizations.

While each of these organizations carry out individual mandates they share responsibilities in responding to issues that impact the Town and regional community. While the following recommendations may seem traditional, a combined approach by all involved – a “community development” approach can often expedite worthy solutions to such challenges. Community development has its greatest potential when resources are dedicated to developing organizations through the strengths of its volunteers.

One of the needs identified in this Master Plan relates to the improvement of public facilities; of significant importance is the concurrent development of infrastructure to support expanded Library services.

Town Council and its administration lead community development since they maintain the mandate for planning overall community growth and will likely become the predominate financier of major public facilities. Consideration needs to be given to the implementation of the following recommendations.

Recommendations

1. Service Delivery

It is recommended that the Town of Mayerthorpe continue to support and participate in the development and implementation of a sustainable model for umbrella community governance.

The Town of Mayerthorpe has a vibrant base of volunteers committed to increasing the quality of life in the community. Partnerships and collaborative efforts need to be continued with these volunteers and the organizations they represent.

2. Community Development

Dedicate resources to engage expertise in community development to coordinate and provide leadership and organization development opportunities. This would include such initiatives as the implementation of capital recommendations, organization development, governance, finance, and marketing.

3. Community Collaboration

Provide opportunities for administration staff to collaborate on an ongoing basis for the design, development and implementation of community facilities and programs. Such initiatives should include the opportunity for staff to involve community stakeholder organizations and the school at all levels of facility and program provision.

4. Natural Areas Preservation

Residents value natural areas, parks, pathways and trails within the Town. Future outdoor facilities to be developed should include spaces for formal and informal outdoor recreation activities that consider active and passive activities. Natural environments, wetland areas and wildlife corridors should also be considered to allow for wildlife habitat for plants, animals, birds and other creatures.

5. Open Space Linkage

Future consideration should be given to integrate natural areas, active park spaces and linked recreation corridors with neighborhoods, existing and future community facilities, the downtown core, and schools.

6. Green Infrastructure

“Quality of Life” is very high on the Town’s future agenda. It will become more and more important for the Town to integrate policies and procedures with open space planning priorities. This will assist the Town in future planning processes and will provide direction in how to mold the open space fabric into its community network.

- Attention will need to be given to priorities that accommodate activities involving linear parks, pathways, and cultural related activities and programs that include fairs and festival events.
- The Town needs to consider linear parks and pathways that connect the downtown core, neighborhoods, community facilities, and natural areas. These components will need to be incorporated into area structure plans to provide future direction to developers when they are planning in the concept stages.
- Natural environments, wetland areas and wildlife corridors should be preserved to allow for safe and bio-diverse wildlife habitat for plants, animals, and birds to protect the natural migration patterns of the creatures.

7. Existing Infrastructure

It is recommended that the Town of Mayerthorpe consider increasing its staffing complement by 1.5 FTE’s, implementing a full time maintenance position and adding a .5 position to assist in community development and providing programming assistance to volunteer groups.

Basis for Recommendations

The scope of the work required a comprehensive condition review of recreation facilities, parks and open spaces. Key areas related to the architectural, structural, mechanical and electrical components and features of the buildings. Additional information was obtained from persons who led our tours, including facility managers or persons involved with stakeholder organizations with knowledge of the buildings. No intrusive measures were taken to examine specific parts of the buildings.

Of the facilities reviewed, the existing Curling Center presents the most challenge for continuing present operations. We recommend continuing investment into this building with the view to maintaining it for a long period.

**Town of Mayerthorpe
Parks, Recreation and Culture Facilities
Building Condition Reviews**

Order of Magnitude Upgrade Cost Estimates Summary				
Facility	Priority			Total Cost Estimate
	P1 (0-12 mo.)	P2 (12-36 mo.)	P3 (36-60 mo.)	
Aquatic Centre	\$3,800-\$6,800	0	0	\$3,800-\$6,800
Exhibition Centre	\$6,000-\$8,000	\$7,500-\$11,500	\$20,000-\$25,000	\$33,500-\$44,500
Library	\$500-\$1,800	0	0	\$500-\$1,800
Curling Rink	\$10,500-\$14,200	\$13,800-\$18,200	\$16,000-\$21,000	\$40,300-\$53,400
Diamond Centre	\$5,200-\$7,200	\$23,000-\$29,500	0	\$28,200-\$36,700
Agriculture Society Facilities	\$8,500-\$11,800	11,000-\$13,000	0	\$19,500-\$24,800
Totals	\$34,500-\$49,800	\$55,300-\$72,200	\$36,000-\$46,000	\$125,800-\$168,000

Cosmetic upgrades of \$17,000 has been incorporated into the **Three Year Investment Strategy (2016 - 2018)** found on Pg. 59 to provide flexibility in determining overall project scope.

Parks and Playgrounds

**Town of Mayerthorpe
Parks, Playgrounds & Open Spaces
General Condition Reviews**

Order of Magnitude Upgrade Cost Estimates Summary

Facility	Priority		Total Cost Estimate
	P1 (0-2 months)	P2 (12-36 months)	
Lions Playground	\$100 - \$200	\$800 - \$1500	\$900 - \$1,700
Northside Playground	\$500 - \$1,000	\$800 - \$1,500	\$1,300 – \$2,500
Ellis Granley Park	\$100 - \$200	\$800 - \$1,500	\$900 - \$1,700
Outdoor Rink	\$3,500 - \$5,000	0	\$3,500 - \$5,000
Skateboard Park	\$200 - \$500	0	\$200 - \$500
Ball Diamonds	\$13,700 - \$15,500	0	\$13,700 - \$15,500
Off Leash Dog Park	\$200 - \$500	0	\$200 - \$500
Sports Grounds Washrooms	0	0	Maintenance only
Sports Grounds Picnic Shelter (Bandstand)	0	0	Maintenance only
Gymkhana Grounds	To Be Determined	\$0	To be Determined
Toboggan Hill	0	0	Maintenance Only
TOTAL ESTIMATES	\$18,300 - \$22,900	\$2,400 - \$4,500	\$20,700 - \$27,400

Reviewing the challenges faced by the Town of Mayerthorpe and the potential future repairs and capital expenses facing the community and the municipal government there are options for Council and administration to consider which can help manage the expenses and future maintenance and improvement challenges. The options won't necessarily eliminate the expenses but will repackage the expenses in a different format to create opportunities for the municipality to evolve to the next level of operational sophistication.

A considerable amount of the expenditures for repairs and improvements to address safety code issues can be contracted out or placed as an expectation on volunteer organizations managing the facility. That has been effective in the past. The future approach could be different and may assist in improving the lifespan of the buildings, reduce safety hazards, liability concerns, and improve volunteer organization vitality.

We believe it is time for the Council and administration to increase staffing to 1.5 full time equivalents, (FTE). A significant amount of the budgeted repairs could be addressed with a properly trained fulltime building/facilities maintenance/parks staff member. Parks/green space and trail improvements or development could also be undertaken by this individual with assistance from part time summer staff and possibly public works staff and equipment if time and weather permits.

Trail development is a project that could be coordinated thru municipal staff and help from motivated volunteers. This is especially true in the construction of informal trails developed thru natural wooded areas. Volunteer groups that work well with trail projects are cross country runners, avid walkers and cross country skiers. The fulltime maintenance person could undertake supervision of summer parks staff for maintenance, green space development and light construction of the informal trail systems. This would bring significant measureable advances in the parks infrastructure to address the concerns of the public from an outdoors health and wellness perspective.

The addition of a .5 FTE would be to assist in community development and programming assistance to volunteer groups. The increase in staffing of 1.5 FTE's was addressed in Phase One summary document and the move forward recommendation still holds firm.

Financial Feasibility

At current assessment levels, the Town, by Provincial regulation, is eligible to carry a debt limit of \$4,600,000 (2014) with an unused debt limit of \$2,400,000; current debt servicing costs are \$168,800 annually.

While growth in assessment over the next five years and retirement of debt will improve borrowing power debenture borrowing will likely support the rehabilitation (Curling Rink) or expansion of community infrastructure, (Library).

Thus the potential amount of borrowing that is earmarked for community and municipal facility development will depend upon Town wide priorities. If it can be assumed that an increase in property taxes may also contribute to facility investment, then it can be assumed that the Town is in a position to contribute capital to short-term community facility needs over the next five-year period.

Community organizations, local fundraising, partnerships and government grants will play a large role in the extent of future community and society owned facility development.

A facility development program that reflects the preferences and priorities of residents and organizations; driven upon a twenty year planning horizon will need to be developed within the capital abilities of its partners. Its design likely should be done with a view to staging and phasing development.

The following table displays how capital costs have been typically shared relative to similar facility development scenarios in many municipalities across the Province.

<i>FINANCIAL FEASIBILITY</i>	
Local Governments	60%
Community Organizations	25%
Provincial Government	5%
Community Fundraising	10%
TOTAL	100%

When reviewing the operating and capital impacts identified in the Master Plan a review of the priorities of these expenditures needs to be determined in context with overall municipal priorities. Some of the capital projects can be managed with internal forces if there is a willingness to expand the staffing contingent. That being said, the total capital expenditures of approximately \$212,400.00 could be reduced by up to 22% using internal staffing and equipment time.

Accessing community volunteers and community fundraising or corporate sponsorships could further reduce the capital expenses. This would help preserve the recreation reserves for other capital intensive projects.

Capital Investment for Facility Maintenance and Upkeep

The following tables identified below as **Immediate Repairs for Indoor and Outdoor Facilities** maintenance is the 3 year investment average to cover the \$212,400 needed to complete immediate repairs and improvements.

Three Year Investment Strategy (2016 - 2018) \$212,400

- **Indoor Facilities**
 - Building Infrastructure \$168,000 (Pg. 55)
 - Cosmetic Upgrades Allowance \$17,000 (Pg. 55)
- **Parks Playgrounds and Open Space**
 - General Condition Upgrades \$27,400 (Pg. 56)

Remember that the \$212,400 is based on contracting out all repairs and not hiring a fulltime facility maintenance person. This person will cost the operating budget approximately \$70,000 per year but could reduce the maintenance and repair expenses by at least \$35,000 to \$45,000 and still provide additional operational support for many other work projects throughout the year. The same comment can be applied to the \$1 million capital investment required from 2020 to 2029. The exact amount in savings would need to be determined on an annual basis depending type and size of project.

Immediate Repairs for Indoor Facilities, (Average Annual Capital Investment) No Maintenance Staff Member

2016	2017	2018
\$66,800	\$72,200	\$46,000

Total Investment 2016 – 2018 is \$185,000

**Immediate Repairs for Outdoor Facilities, (Average Annual Capital Investment)
No Maintenance Staff Member**

2016	2017-2018
\$22,900	\$4,500

Total Investment 2016 - 2018 is \$27,400

Funding to cover immediate repairs, maintenance and replacement of equipment can be accessed by the Recreation Reserve which is presently valued at \$200,000. With additional interest rate growth on the Recreation Reserve the \$212,400 in capital expenditures should be covered.

Discussion on the need to Increase Staffing versus Contracting Out Work

Why hire a fulltime facilities maintenance staff member? Consistent regular maintenance of public buildings significantly extends the buildings life spans, reduces large sudden impact unbudgeted maintenance expenses, maintains mechanical and electrical equipment integrity and improves the quality of the experience of the users of the facility. Regular and timely maintenance also reduces potential public injuries at the facility thereby reducing liability claims. The facilities staff member can also implement proper building checks to ensure good health and safety practices which helps with any interactions with Occupational Health and Safety officials. The added benefit is access to a staff member that works on all public buildings and outdoor green spaces, providing measureable value to the municipal operations and the quality of life for the residents.

The addition of a .5 FTE administrative/program position is to provide much needed support to volunteers and community organizations in the community. We are seeing across the province from other municipalities to looming challenge of volunteer burnout and a decreasing pool of volunteers due to demographics and life style. Those core volunteers in your community require more administrative support from the Town. This support reduces their stress levels and increases their desire to continue volunteering their time and energy. It is becoming a trend in municipalities to focus on supporting volunteers more administratively. In the case Mayerthorpe, you are also supporting them with additional help on the maintenance portion of their workloads.

Below is a simple exercise of identifying Strengths, Weaknesses, Opportunities, and Threats to the process of determining if increasing staffing is a priority.

SWOT Analysis of Fulltime Staff versus Contracting Out Work

This section will compare and contrast the Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis) of increasing staff by 1.5 FTE's.

STRENGTHS

- Additional staff improve service to the public.
- A maintenance position will improve overall maintenance of all public indoor and outdoor facilities.
- Immediate response to repairs will reduce overall operating costs as small repairs done quickly will reduce larger repair expenses in the future.
- Improved consistent regular maintenance will extend building life thereby reducing expenses to the public in the future.
- Reduces expectations and stress on volunteer organizations to manage timely repairs and improvement. The more immediate the need for repair the higher the stress level.
- Allows other projects to be considered that normally aren't considered due to budget.
- Able to provide consistent maintenance in green spaces.
- The .5 FTE administration position will provide support to community organizations.
- Administration position will reduce stress on volunteers with a level of support that wasn't provided before.
- Allows for any other administrative projects that never were able to be done now able to be considered.
- Consistent reporting for insurance claims.

WEAKNESSES

- Additional payroll expenses to the municipality.
- Competing interests wanting priority attention from the new staff.
- Increase in tax rate to fund new positions.
- A chance to increase levels of service to the public.
- Improve user experience in facilities.
- Pursue other projects that have been deferred in the past.
- Provide much needed support to volunteers.
- Potential of reducing contracting expenses on small to medium sized projects.
- Increase safety of facilities for the public.

THREATS

- Public unhappy with tax increase.

- Unable to recruit properly qualified staff.
- Continued responsibility of maintenance for some facilities on volunteers.
- Lack of attention to maintenance and repairs can lead to more expensive repairs in future.
- Lack of maintenance in high public traffic areas increases the chances of injuries and potential liability claims.

When reviewing the SWOT Analysis Administration and Council can decide if other issues should be added to the four SWOT categories when determining need. From the consulting team's perspective there is a legitimate need for a personnel increase of 1.5 FTE's. Yes, there will be a need to increase revenue from the community to pay for the positions or these positions could come from an increase in tax base revenue. To counter the argument of adding additional staff members is the 22% savings through contracting out work. Contracting out work for specific projects subjects the Town to market forces and availability of contractors and their schedules.

Contracting out repairs is only specific to certain projects, whereas a fulltime maintenance person will be available to do many other repairs and maintenance work not covered in a contract. However, in this case when reviewing staff size versus municipality population, it is apparent that the Town will not be over staffed with the addition of 1.5 FTE's.

Projected Annual Operating Cost and Capital Costs with 1.5 FTE Staffing Scenario

Recommendation	Purpose	2016	2017	2018
#1	Governance Plan	\$10,000		
#2	.5 FTE Recreation Programmer	\$30,000		
#2	Site Plan Sports Ground		\$20,000	
#4	Open Space Policy		\$20,000	
#5	Marketing Material	\$2,500		
#6	1.0 FTE Facility Maintenance	\$70,000		
#6	Green Space Equipment			\$50,000

The projected Annual Operating and Capital Costs can be financially supported by a 1.0 Mill tax increase. The increase in property taxes can be done incrementally over two or three years if determined financially and politically prudent. Keep in mind that the timeline to implement the recommendations in the above table will likely extend into a five year timeline. The priority of projects and staff hiring with an extended timeline is at the discretion of Council and Administration. Additional community fundraising support may be required for the green space equipment.

Annual Average Capital Investment to Retrofit or Maintain Lifecycle Maintenance

2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
\$100K	\$100K	\$100K	\$100K	\$100K	\$100K	\$100K	\$100K	\$100K	\$100K

Additional capital spending of \$1 Million is identified for years 5 thru 15. This 10 year period from 2020 to 2029 will require a \$1 million dollar investment to retrofit or maintain lifecycle maintenance. This can be summarized in the table below for capital expenditures and investments required by the Town. The annual average Capital Investment to Retrofit or Maintain Lifecycle Maintenance will need to be funded by the financial support of an annual budgeted amount of \$100,000 allocated from the operating budget. Starting this allocation of funds transferred to the Recreation Reserve will help reduce operating and capital budget impacts in the future.

The timeline for capital investment does not go beyond the year 2029 because a more in depth analysis would be required of the facilities. More importantly the initial commitment of \$100,000 per year

starting in 2020 is a good start towards investment in capital assets. If Council implements a 1 Mill tax increase some of the funding of the Recreation Reserve will come from this tax increase.

Capacity to Construct and Operate a Health and Wellness Centre

When examining the community priority for indoor health and wellness program spaces some discussion needs to occur. A building of this nature needs to be of a certain size and capability to properly meet the needs of its users. Therefore you are looking at a structure that is at least 10,000 square feet, with construction costs likely around \$250/square foot. Please review the table below for capital expense, debenture payment expenses and annual operating expenses. Debenture borrowing is based on 60% of project costs being covered by the municipality which equates to \$1,500,000, with \$875,000 being raised by the community. Should be noted that the additional \$1,500,000 of debt will almost hit the limit of debt servicing costs for the Town unless there are debentures nearing the end of the term.

Capital Expense	Annual Debenture Payment (25 years @ 3.5%)	Operating Expense (Staffing)	Utility/Maintenance Expense	Total Annual Expense
\$1,500,000	\$80,000	\$125,000	\$50,000	\$255,000

When reviewing the total impact of costs for a health and wellness centre it becomes evident that the financial burden of the capital and operating expenses are considerable for the community. This type of facility may be a possibility for consideration 10 years into the future depending on community growth rates and the strength of the industrial and commercial tax base.

Master Plan Implementation

Anticipating an adoption of the Master Plan for implementation in 2016, the following is presented as a plausible timeline:

Phase 1:

- Council adopts Master Plan for implementation.
- Council initiates the Library Relocation Feasibility Study Process.
- Terms of Reference for Open Space Policy development.
- Preparation of the capital recommendations for facility infrastructure development.
- Functional plan development for Pathways and Trails Master Plan.
- Initiate capitalization and financing partnership discussions for community facility upgrades.
- Umbrella governance structure continues with focus group discussions among stakeholders.
- Select best approach to site and facility development capital programs.

Phase 2:

- Implementation of the capital recommendations for existing infrastructure.
- Fund development through public/private partnership initiated.
- Commitments targeted by stakeholder groups.
- Open Space Policy Terms of Reference to Council.

Phase 3:

- Construction phase commences for community facilities.
- Community development initiatives to expand parks operation and recreation resources.

Phase 4

- Continued capital plan for existing infrastructure projects.
- Continued expansion of program services by organizations delivering community services.
- Formalize capitalization program for community centre.

It should be noted that the timeline of the implementation phase is variable and subject to change depending on municipal priorities as set by Council.

Appendix A

Organizations Responding to Survey

1. Mayerthorpe Diamond Centre
2. Mayerthorpe & Area Cross-County Ski Club
3. Mayerthorpe Geneology Resource Centre
4. Catholic Women's League
5. Mayerthorpe & District Agricultural Society
6. Senior Outreach
7. Mayerthorpe Curling Society
8. Mayerthorpe Emergency Services
9. Kinette Club of Mayerthorpe
10. Town of Mayerthorpe Library Board
11. Friends of the Mayerthorpe Public Library Society
12. Mayerthorpe Rebels Ladies Hockey Team
13. Mayerthorpe Tae Kwon Do
14. Mayerthorpe Golf Course
15. Mayerthorpe Play Group
16. Mayerthorpe Legion Branch #126
17. Mayerthorpe 4-H
18. Mayerthorpe Minor Hockey
19. Mayerthorpe Arena Operating Committee

