

Town of Picture Butte
Parks, Culture, and Recreation
Regional Master Plan

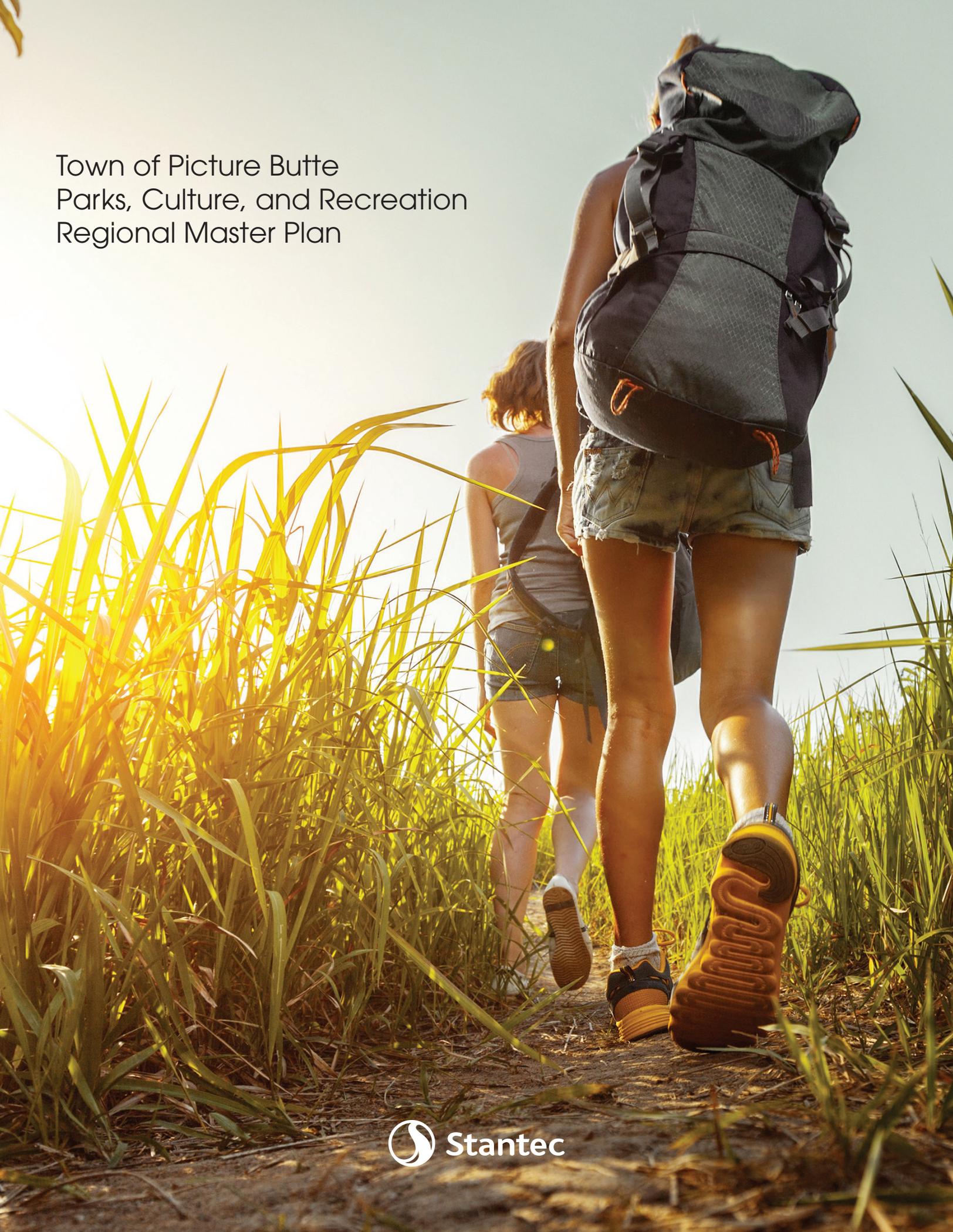




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TOWN OF PICTURE BUTTE
PARKS, CULTURE, AND RECREATION REGIONAL MASTER PLAN

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WITH APPRECIATION

This Parks, Culture and Recreation Master Plan was prepared through a collaborative process that included Picture Butte residents, decision-makers, administration, stakeholders, and Lethbridge County administration.

We wish to thank all the contributors for their ongoing support throughout the planning process, preparation of materials, compilation of information, time, comments, and review of report drafts. The active involvement of these parties ensured that information was accurate and representative of the findings.

Contributors include:

- **Town of Picture Butte residents and stakeholders** – whom took the time and shared their valuable insights and ideas into the future of parks, culture and recreation in the Town through public open house, workshops, the questionnaire and other online forums.
- **Lethbridge County Administration and Elected Officials** – whom, by asking the difficult questions, reminded us that this Plan needed to contain regional input and collaboration to not only fulfill its objectives, but to have the recommendations based in reality.
- **Town of Picture Butte Administration and Elected Officials** – whom provided the critical local context in which these plans need to be based. They answered many questions and provided administrative information and support along the way.
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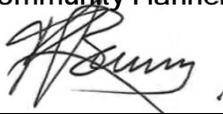
Thank you all for committing your time and passion to building a Plan that contributes to a higher quality of life for regional residents!

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EXECUTIVE SUMMARY

This Parks, Culture, and Recreation Regional Master Plan positions our Town to plan for and respond to the parks, culture, and recreation needs by studying what we have, what we want, what we need and what we can afford. Our residents are changing and as such, needs change. Our infrastructure is aging and as such, requires upgrading. This Master Plan provides a roadmap for decision-making for the next ten years by examining the following information within a local context:

- The **benefits** of recreation extend beyond fun and physical health to economic, environmental, and social facets of life;
- **Trends** indicate that community hubs help to create economic efficiencies for recreation providers, they facilitate inter-generational participation when programs and activities are offered in the same area, decrease area of land required to provide all infrastructure;
- Existing Town and region **plans and policies** are important in how they support and will support the recommendations within this Master Plan;
- The **Vision** of this Plan was crafted by the attendees of the first engagement burst and is considered the '**destination**' on the 'parks, culture and recreation' GPS:
- You need to know your **starting point**. The benchmarking, inventory, assessment of assets (facilities, programs, and events), and engagement process gave us an indication of where we were starting from.
- The recommendations provided the **course/route** to take. Recommendations were made for each asset within this Plan: Town service delivery, programs and events, culture, parks and outdoor recreation, indoor recreation, and tourism opportunities.

"Picture Butte - a welcoming and engaged community that sustains quality parks, cultural and recreational experiences which meets the needs of our residents and surrounding area."

Using the GPS analogy, it is also important to consider whether you need to take the "fastest" or "scenic" route and determine the mode of transportation you have to get you there (walking, car, public transit or cycling).

Finally, the Parks, Culture, and Recreation Regional Master Plan introduces a Capital Implementation Plan (CIP) to incorporate the vision, goals, and information gleaned throughout this planning process into the decision-making framework for decision makers in our Town. Each recommendation has been measured in relation to the inventory, benchmarking conducted

with similar communities, a high level financial analysis, infrastructure conditions assessment, and the vision of parks, culture and recreation in our Town.

Short-Term

In the next one to three years, it is recommended that...

- ...a collaborative relationship between Picture Butte and Lethbridge County be initiated...
- ... planning begin for a 'Community Hub' using the existing site that includes the arena, curling rink, and community centre.
- ...a support network be developed to recognize volunteers.
- ...residents are made aware of the economic, environmental, social and physical benefits of parks, culture and recreation and why investing into related assets are important.
- ...communication with residents about parks, culture and recreation programs, assets and other resources increase through multiple means (Facebook, Town website, Sunny South News, posters, etc...)
- ...existing and new user groups and service providers are supported by our Town.
- ...program & event gaps are filled via direct provision and/or partnerships (this includes funding partnerships to obtain grants).
- ...cultural sensitivity and awareness be embraced through public spaces, events, artwork and other means.
- ...the Walk On the Wildside (WOW) Trails are upgraded and maintained to a standard that they can be accessible to all (hard-surface trails, lighting for safety, cleared from snow, and maintained).
- ...quality and quantity of parks and open spaces be increased by upgrading existing and providing new ones where they are needed (for example, the south portion of Town).
- ... operational efficiency of the arena and curling rink be increased by raising rental rates, optimizing use (off-peak hours and summer use with ball hockey, lacrosse and indoor soccer opportunities).
- ...existing tourism opportunities are built upon.

Medium-Term

In the next three to six years, it is recommended that...

- ...parks, culture and recreation are supported through policy and financial investment.
- ...site design for the 'Community Hub' be initiated and design for the smaller projects and the replacement of the existing Aquatic Centre.
- ...all indoor and outdoor facilities are accessible by all.
- ...a cost-sharing agreement be developed between our Town and the County.
- ...programs and spaces are flexible in terms of type and time.

Long-Term

In the next six to ten years, it is recommended that...

- ... the 'Community Hub' continue to be developed through the construction of the arena, curling rink, and plaza/pocket park south of the Aquatic Centre.
- ... a network of multi-use trails within and around Town be developed.
- ... a Tourism Development Master Plan for the Region be crafted.

The approach, recommendations, and actions within the CIP emphasize two areas of focus:

- 1) Building upon and creating efficiencies in **existing** programs, events, facilities and service delivery models will facilitate sustainability across the board.
- 2) Developing **new** programs, events, facilities and service delivery will fill gaps and capitalize on opportunities within our community.

Success in realizing this Plan lies with the decision makers. A robust organizational structure that supports recreation initiatives, encourages innovation, provides opportunities for growth and development of community members will set us in the direction of providing quality parks, culture and recreational experiences in our Town. The goal of this Parks, Culture and Recreation Regional Master Plan is to develop a higher quality of life for Town and County residents, visitors and future generations.



1.0 INTRODUCTION

1.1 PURPOSE OF THE PLAN & PLANNING PROCESS

1.1.1 Purpose

This Parks, Culture, and Recreation Regional Master Plan (PCRRMP) plays a pivotal role in setting the course for delivering quality services and infrastructure to the residents and visitors of Picture Butte. It will do so by providing information on general benefits and trends within parks, culture and recreation; identifying needs through community input and assessments; and studying the financial viability of the identified priorities.

Parks, culture and recreation contribute to the quality of life in Picture Butte via the infrastructure, programs, and relationships that are built out of need. The purpose of this 10 year plan is to provide decision-makers and administration with long-term direction for the provision of such services. This Master Plan provides the high-level planning information that serves to identify the areas of highest need for future studies, feasibility analyses and detailed designs.

1.1.2 Planning Process

In order to achieve the purpose of this Master Plan, the process needs to identify what will be done, in what succession do they need to be accomplished, who will complete the tasks, and within what time frame? The Figure below outlines our process in the Picture Butte PCRRMP:

Figure 1-1: Parks, Culture, and Recreation Master Planning Process



The planning process of all five phases took place between September 2015 and March 2016.

1.2 WHY ARE PARKS, CULTURE, AND RECREATION IMPORTANT?

Parks, culture, and recreation all have the potential to provide physical health, social, environmental and economic benefits to the community IF they are provided in the right quantity, quality, and physical location. These elements all contribute to the quality of life in the community, and motivate people and families to move to and stay in Picture Butte.

Figure 1-2: Community Sustainability and Benefits of Recreation



Social

Recreation spaces become catalysts for social gathering and increase opportunities for healthy social interaction. These spaces can help residents (family, friends, acquaintances, and strangers) connect with one another, leading to more cohesive communities. They can enhance quality of life through the development of rich cultural environments by providing venues for people to express, educate, and celebrate their own cultures and traditions; and provide opportunities for cross-cultural exchange which helps to build openness and inclusion in communities.¹

Finally, many studies have linked economic and social benefits by suggesting that significant social benefits, such as national identity or “connectedness”, ensue from recreation and culture, ultimately resulting in direct and indirect economic benefits.²

Economic

Economic benefits of parks, culture, and recreation are typically analyzed using increased tourism revenues, greater business investment, and enhanced property values. Parks and open spaces in particular, have been shown to make less appealing and beleaguered parts of a community more attractive for investment by attracting and expanding local businesses and/or increasing property values.³

DID YOU KNOW?

Homes near parks can sell for more than homes without parks nearby...

There are both direct and indirect economic benefits of culture and recreation. Direct benefits are measured by calculating consumer expenditures on goods and services. Indirect benefits are qualitatively measured in social cohesion and community development.⁴

There is growing recognition and evidence of the importance of parks, recreation, creativity, culture, and quality of place in growing local and regional economies. Enhancing the quality of place through diverse recreational, cultural and entertainment offerings works to attract and retain talented people, which in turn attract businesses investments in an emerging creative economy. This interaction can be seen in the creative industries, in cultural entrepreneurs, and with cultural tourism.

Investment in cultural assets and resources not only attract and retain residents, but attract visitors and aid in the development of local tourism, an increasingly important component of economic growth for cities. Recreational and cultural tourism is one of the fastest growing segments of a global tourism market. Nearly two-thirds of adult travellers include a cultural, arts, heritage, or historic activity or event while on a trip of 80 kilometres or more.⁵ Research confirms that travellers are selecting destinations based on 'place-based' offerings. Place-based cultural tourism is more than just attractions but include the destination's history and heritage, narratives and stories, landscape, townscape, and people. It is about discovering what makes a community distinctive, authentic, and memorable. It is about the experience of place.

Environment

The environmental benefits of parks, culture and recreation opportunities for our Town include the health of our local biodiversity and ecosystems. Access to and active use of our parks, culture, and recreation spaces can enhance our community's environmental awareness and improve our understanding of our natural and cultural heritage and stewardship of the environment.⁶ The protection of our parks and trails provides benefits including habitat for birds and wildlife, increased flora and fauna biodiversity and improved ecological function such as hydrologic health, air quality and carbon sequestration.⁷

In addition to direct biodiversity and ecosystem benefits, our parks and trails, particularly when integrated into a larger network throughout the community, provide opportunities for active

transportation which can reduce a community's transportation based greenhouse gas emissions. Access to safe and active modes of transportation translate to personal health benefits.

Personal

The research is well established: a healthy, active lifestyle is associated with lower levels of chronic disease, decreased stress levels, and decreased levels of mental health problems.^{8,9,10,11,12} Numerous studies from Canada and around the world demonstrate a relationship between the built environment (i.e. physical design and layout of communities) and the health of the people living in them. The built form is associated with varying levels of physical activity (between home / work / school / leisure activities), access to healthy food choices, feelings of safety and comfort, as well as injury rates. Planning, developing, and maintaining physical environments that facilitate healthy living is a critical component of supporting individuals in making better choices for their health.¹³

Research has found that higher rates of childhood obesity and illness often correspond to less available open space.¹⁴ Parks that contain amenities such as playgrounds, benches, picnic areas, and open spaces can foster higher levels of community well-being by providing opportunities for residents to get to know each other while providing children with a place to play.¹⁵ Play is essential to the human development process¹⁶ and is critical to creation of a mentally and physically healthy population.

Parks, culture and recreation facilities need to provide spaces for both formal programs and informal social gatherings, which is necessary to develop socially, physically, and mentally healthy residents.

1.3 DECISION MAKING

The decision making criteria used to evaluate the merits of each priority, recommendations and action include:

Table 1-1: Decision Making Criteria for Recommendations

	CRITERIA
<input type="checkbox"/>	Benefits – will the recommendation provide indirect and direct benefits to the community?
<input type="checkbox"/>	Trends – does the recommendation contribute to national, provincial &/or Town’s trends?
<input type="checkbox"/>	Existing Policies & Plans – does this recommendation align with existing policies &/or plans in our Town?
<input type="checkbox"/>	Vision & Goals – does the recommendation contribute to the vision & goals identified?
<input type="checkbox"/>	Community Analysis – do our Town demographics support this recommendation?
<input type="checkbox"/>	Community Input – did the community identify this recommendation as a need?
<input type="checkbox"/>	Financial Viability – does the financial viability study indicate the resources for this priority?

Each recommendation will be evaluated based upon the criteria and its applicability to parks, culture, and recreation in our Town.



2.0 UNDERSTANDING OUR PLANNING FOUNDATION

In order to provide a foundation for planning, all existing policies and plans need to be reviewed in terms of their relation to this Master Plan. It is important that the priorities and recommendations located within this Plan contribute to existing policies and plans in our Town and the overall Region. If they don't contribute, it is important to understand why they don't and how they can be addressed when it comes time to approve of any of the recommendations in this Plan.

2.1 RELATED PLANS & POLICIES

Parks, culture, and recreation policies exist within a system of National, Provincial, Regional and local initiatives. If taken as a collective, they can establish a common understanding and direction for planning of all facets within the community. The plans and policies of closest relevance to this Master Plan are outlined below.

2.1.1.1 National Plans & Policies

Pathways to Wellbeing: A National Framework for Recreation in Canada

Creator(s): Interprovincial Sport & Recreation Council

Date: 2014

The "Frameworks" Relevance to this Plan: In order to be consistent with National policy for recreation in Canada, our PCRRMP should address the five goals and priorities for action provided in this framework wherever relevant. As such, this Framework provides important direction to Town facilities and programming that foster active living; increase inclusion and access; help people connect; ensure the provision of supportive environments; and ensure continued growth and sustainability in recreation.

A Renewed Definition of Recreation

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.

Long-Term Athlete Development (LTAD) Model

Creator(s): Canadian Sport for Life

Date: 2011

The "LTAD Models" Relevance to this Plan: In order to facilitate lifelong involvement and physical literacy in activities and sports in Picture Butte, it is important to understand the appropriate training strategies in order to provide appropriate programs and facilities for all of the stages.

1.0 Physical Literacy Development

- 1.1 Stage 1 – Active Start
- 1.2 Stage 2 – FUNdamental
- 1.3 Stage 3 – Learn to Train

2.0 Elite Training

- 2.1 Stage 4 – Train to Train
- 2.2 Stage 5 – Train to Compete
- 2.3 Stage 6 – Train to Win

3.0 Active For Life

- 3.1 Stage 7 – Active for Life

Canadian Sport for Life (CS4L) believes that recreation professionals play an integral role in developing physical literacy and recommend that recreation, education and sport clubs coordinate efforts for the greatest benefit to the children in their programs.¹⁷ This PCRRMP will address the five key areas through identification of gaps and opportunities in the existing system, collaborate between recreation and sport entities, facilitate increased communication, overview allocation policies and fee schedules, discuss joint-use agreements with School Divisions, and examine opportunities for sport event hosting.¹⁸

2.1.1.2 Provincial Plans & Policies

Active Alberta

Creator(s): Government of Alberta – Culture and Tourism

Date: 2011

“Active Alberta’s” Relevance to this PCRRMP: Picture Butte can use the information contained within the Active Alberta document to reinforce the importance of investment into active lifestyles and outdoor recreation to provide physical, social and emotional health and well-being of its residents. The plan aims to inspire people to be regularly active outdoors through the development of new recreational land, trails, parks and outdoor spaces that link communities to the province’s parks, outdoor spaces and recreation facilities while intending to promote tourism based recreation, active living and other sport opportunities.

Going the Distance: Alberta Sport Plan (2014 – 2024)

Creator(s): Government of Alberta – The Building Alberta Plan

Date: 2014

The “Alberta Sport Plans” Relevance to this PCRRMP:
The Alberta Sport Plan introduces a framework that sets a direction for stakeholders to collectively realize the positive impacts of sport for individuals and communities across Alberta such as Picture Butte. To achieve the vision, the Alberta Sport Plan focuses its efforts and activities on promotion, alignment and collaboration, capacity building, creative solutions and accountability in the delivery of sport throughout all communities in Alberta. This PCRRMP will contribute to the achievement of the Alberta Sport Plan at the Town scale.

VISION
“Alberta is the national leader in sport with a coordinated and adaptive system which promotes excellence and fosters opportunities for life-long participation for all Albertans.”

Alberta Sport Plan (2014 – 2024)

The Spirit of Alberta

Creator(s): Government of Alberta – Culture and Tourism

Date: 2015

Overview: “The Spirit of Alberta: Alberta’s Cultural Policy” is founded on key principles that inform the policy to enhance culture in Alberta through: quality of life; partnership and collaboration; diversity; a valued cultural and creative community; education and lifelong learning; stewardship and sustainability; economic development; and, access. This policy is based on four important keystones:

Culture is **the window** through which the rest of the world sees **our province**.
Spirit of Alberta

1. Access – ensure all Albertans have access to cultural experiences and opportunities.
2. Capacity – encourage, support and promote activity and partnerships within Alberta’s communities.
3. Excellence – Promote excellence in the work of Alberta’s cultural professions and organizations.
4. Cultural Industries – Alberta’s Cultural Policy will nurture growth, sustainability and investment in Alberta’s cultural industries.

This policy is the Alberta government’s acknowledgement that culture is vital to the individual, social and economic well-being of the province. Culture is also vital to the future of our Town.

2.1.1.3 Local Plans & Policies

South Saskatchewan Regional Plan (SSRP)

Creator(s): Alberta Environment and Parks

Year: 2014

The “SSRPs” Relevance to this PCRRMP: The SSRP is part of Alberta’s Land Use Framework created in 2008. Its purpose is to provide a long-term vision for the region; align policies at the regional level; engage Albertans in land use planning; balance and set economic development with environmental considerations and social outcomes; describe strategies, actions, approaches and tools to achieve desired outcomes; establish monitoring and evaluation commitments to assess progress; and, provide guidance to local decision-makers regarding land use management for the region. Therefore, the priorities and directions of the PCRRMP should be ‘checked’ with the SSRP to ensure that any overall policies and directives that apply to private and Crown lands in Picture Butte comply. In addition to the SSRP, decision makers must also use the regional plan to inform policies.

County of Lethbridge and City of Lethbridge – Intermunicipal Development Plan

Author: Oldman River Regional Services Commission

Year: 2004

The “Intermunicipal Development Plans” Relevance to the PCRRMP: The Intermunicipal Development Plan provides direction to the City and County of Lethbridge regarding cooperation on economic, municipal servicing, and land use planning initiatives. This includes growth patterns and land use planning in the City and County. Intermunicipal planning is relevant to the PCRRMP because it address common planning issues of interest to more than one municipality including recreation and culture which transcends municipal boundaries

Picture Butte Municipal Development Plan (MDP)

Author: Oldman River Regional Services Commission

Year: 2004

The “MDPs” Relevance to the PCRRMP: Picture Butte’s MDP was adopted by Council in 2004. The MDP provides a framework for decision making intended to: improve the physical environment of the community; make all aspects of the town more functional; and create an interesting and efficient living environment. The plan provides a land use analysis to assist in establishing future land requirements in the community. An inventory of parks and open space was undertaken to estimate future requirements as the town grows. Increasing the quality of life through improvements in public land and facilities was noted in the policies and programs section. Policies for new subdivisions and area structure plans highlight the need for new park lands to connect to the overall open space network. Preparing a specific plan with priorities for reinvestment in public facilities is a policy in the MDP, which is one of the outcomes of the PCRRMP.

Town of Picture Butte Municipal Sustainability Plan (MSP): 2016 – 2019

Year: 2015

Author: Town of Picture Butte

The “MSPs” Relevance to the PCRRMP: The MSP provides a three year vision of what Picture Butte strives to become. The Vision reads “Providing sustainable growth that results in a safe, vibrant and inclusive community while embracing our heritage.” The plan outlines a set of goals and strategies relating to the *Pillars of Community Sustainability*; Governance, Culture, Social, Economy, and Environment. The PCRRMP aligns with the Culture Pillar the plan. Although not identified as a key strategy in the MSP, the PCRRMP can help achieve inclusiveness and youth engagement under the Culture Pillar of Sustainability.

2.2 TRENDS & IMPLICATIONS

Trends affect the way recreation and culture develops. Knowing the trends enables us to effectively plan for the future. The following overview of trends affecting recreation and leisure in Western Canada will provide context to the local setting:

- **Recreation & Culture Hubs**
- **Demographic** changes
- **Broadened Definition of Cultural Programs and Resources**
- Changes in **activity choices**
- Decrease in **volunteerism**
- **Infrastructure** deficits.
- **Environmental / Economic** conditions (i.e. economic boom, plateau or decline)

Recreation & Culture Hubs

There are two types of “hub” categories designed and programmed to bring people together:

- 1) Community Recreation Hubs – large centrally located facilities accommodating a variety of programs and activities for an entire community.
- 2) Neighbourhood Hubs – provide neighbourhood-specific programs and services. Neighbourhood Hubs provide an opportunity to target users on a micro level, facilitating programming unique to the neighbourhood demographic.

Demographics

The changing demographics in Alberta are impacting recreation and culture trends. With growth, urbanization, high mobility, an aging population, and more cultural diversity there are implications on:

- Program registration for children and older adults.
- Demand for services and pressure on natural capital.
- Culturally sensitive wellness initiatives, recreation programs, services and facilities, and a growing need to address language barriers and educate staff.
- The need for more inviting places, parks and streetscapes to integrate people into the social fabric of the community and offer authentic cultural and recreational experiences. For example, participation in cultural offerings is increasing as the population ages. The largest, most well-educated demographic in history – the baby boomers – also have more disposable income than ever before.

Table 2-1: Demographic Trends in Alberta

TREND		POTENTIAL IMPLICATIONS
1.0	<i>Young Yet Aging</i>	School closures, lower registration in children’s programs and rising demand for older adult leisure services.
2.0	<i>Fast Growing</i>	Increased demand for services and greater pressure on natural capital.
3.0	<i>Increasing in Diversity</i>	Culturally sensitive wellness initiatives, recreation programs, services and facilities, growing need to address language barriers and educate staff.
4.0	<i>Shifting from rural communities to urban centres</i>	Both rural and urban communities struggle with the provision of services. Urban growth rarely pays for increased needs through property taxes and rural communities suffer from the loss of businesses and jobs.
5.0	<i>Setting shallower roots</i>	Communities need inviting people places, parks and streetscapes that offer authentic cultural and recreational experiences. ¹⁹

These trends have been examined from a local perspective at the end of this section on whether or not they apply to our community.

Broadened Definition of Cultural Programs and Services

There is a shift broadening the definition of cultural resources in municipalities. Examples of cultural resources under this broader definition include:

- not-for-profit and for-profit arts;
- heritage and cultural organizations/enterprises;
- festivals and events;
- significant natural and cultural heritage features;
- cultural spaces and facilities; and,
- community cultural organizations.

The broadened definition has municipalities refocusing their efforts from being the direct service provider to being in a role of capacity building. This shift in focus enables greater community building and leveraging of cultural resources.

Activity Choices

Convenience and flexibility play a large role in activity choices and participation levels in today’s busy world. The ability to adapt and provide flexible programming that is convenient for users is essential to their success. The 2013 Alberta Recreation Survey tells us the following:

Most popular activities:

- Physical
- Outdoor
- Creative / Cultural

Top three motivations for participation:

- Pleasure
- Physical health/exercise
- To relax

Top three favourite activities:

- Walking
- Golfing
- Camping

Key barriers to participation:

- Too busy
- Costs
- Overcrowding

58.3% prefer parks or outdoor spaces as the location for participation.

Understanding the type of activities in demand is important. But there are additional factors affecting individual's choice to participate:

- **Location** – nature, climate, and topography influence activities.
- **Time** – availability to participate.
- **Access**
 - Physical – personal physical abilities and other modes of transportation
 - Financial – the cost impact the ability of residents to access recreation and leisure programs and services.
 - Availability – do your communities programs and facilities allow access when the users want it/them?
- **Social networks** –attitudes and preferences of those you associate with.
- **Income & Education** –higher education levels typically translates to healthier choices.
- **Religious beliefs** – influences activities considered unacceptable &/or encouraged.
- **Government** – regulations for certain activities (i.e. fishing/hunting 'seasons'), and safety equipment (i.e. helmets, life jackets).
- **Personality** – personal preferences.²⁰

Volunteerism

A barrier to building recreation and culture programs is a lack of volunteerism. Finding volunteers to take on leadership roles provides difficulty for communities to generate new ideas for programs and services. Volunteerism for short term events and programs is less of a challenge although 'volunteer burnout' is experienced in smaller communities where there is less of a volunteer pool to draw from. Decreasing volunteerism rates stresses the importance of trying to understand what motivates people to volunteer and recognizing them for their efforts.

Infrastructure

Alberta's recreation, parks, and cultural infrastructure is aging and is declining in quality due to lack of appropriate maintenance.²¹ The financial aspect of recreation and culture facilities is substantial, both in terms of maintenance and new investment to meet demand. The Alberta Recreation Parks Association's (ARPA) position paper entitled "Investing in Healthy People & Communities Through Recreation & Parks Infrastructure" reports that existing public recreation and parks infrastructure is aging and that new infrastructure demands are not being met.

Economic Effects on Recreation & Culture Patterns

Economic conditions have a direct impact on recreation, culture, and leisure activities. During times of economic slowdown and uncertainty, discretionary/non-essential spending such as recreation is decreased. In the 2008/2009 economic slowdown the largest decline in spending was for recreation, which fell 5.5%.

Local Trends in Picture Butte

Community Burst Engagement #2 provided attendees an opportunity to identify whether the trends outlined in the Alberta Recreation and Parks Association 2013 Survey apply to our Town. A "Dotmocracy" exercise was applied to this section and the attendees indicated the following demographic and activity trends specific to our Town.

Demographics

- Young yet aging
- Increasing diversity
- Rural to urban shift
- Shallower roots

None of the attendees felt that "fast growing" applied to our Town.

Activity Choices

The activity trends that are applicable to Picture Butte include the following:

Most popular activities:

- Outdoor
- Creative / Cultural

Top three favourite activities:

- Walking
- Golfing
- Camping

Top three motivations for participation:

- Physical health / exercise
- Pleasure
- Relaxation

Key barriers to participation:

- Too busy
- Costs

Like to take part in following activities but currently don't:

- Swimming
- Gym, Fitness, Yoga, Canoeing / Kayaking
- Cross Country Skiing

The recommendations should consider the demographic and activity choice trends in our Town.



3.0 UNDERSTANDING OUR RESIDENTS

3.1 COMMUNITY PROFILE

Picture Butte is the picture perfect representation of great things that come in small packages. Our Town is a small but growing community of 1,700 with a regional trading area of approximately 5,000. Exceptional amenities provide outstanding opportunities to residents and the surrounding agricultural population. This proud, safe and clean community offers a variety of recreation facilities, library, churches of several denominations, active senior's organization, urgent care medical facility, restaurants, financial institutions, and retail and service outlets, yet it still maintains an envious "small town" atmosphere.

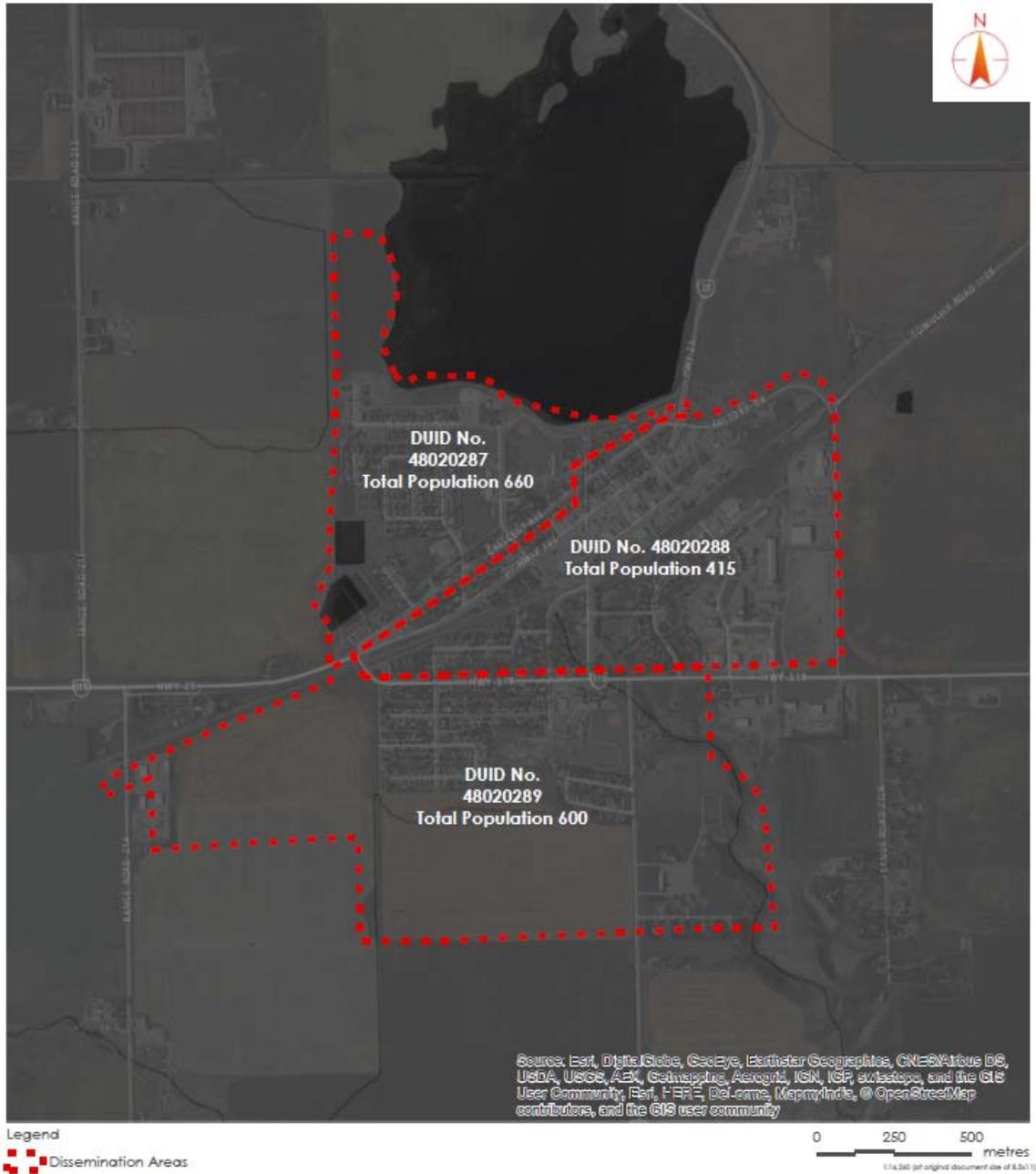
Picture Butte is located 30 km north of the City of Lethbridge at the hub of an intensive livestock and diversified farming area within Lethbridge County. Our Town is a regional service centre for the surrounding communities and is well positioned in close proximity to the Canamex Trade Corridor and the US border crossing.

The population is almost an even split between male and female with a median age of 36. Approximately 50% of the population forms the workforce and there is an even distribution of 18% each between school age children and seniors. 79% of the population is aged 15 and over. The average employment income is just over \$54,000 per year and the average family income is just over \$90,000.

Almost 22% (255) of the population identified non-official languages as their mother tongue. This non-official language breakdown identified the most significant other languages spoken by population were German and Dutch with limited numbers of Japanese, Polish, Inuktitut, Afrikaans, Croatia, Czech, Danish, Hindi, Hungarian, Italian, and Slovak.

Our Town's proximity to Lethbridge impacts the level of service of facilities and programs that are realistic and sustainable for the community. An understanding of age, gender, and cultural backgrounds may point toward certain recreation and culture preferences, and income impacts the type and frequency of participation in programs and services.

Figure 3-1: Total Population



3.2 DEMOGRAPHIC PARKS, CULTURE & RECREATION NEEDS

An understanding of the distribution of these particular demographic cohorts provides an idea for optimal locations of parks, recreation and culture programs and services within our Town. The following maps relate the demographic information to the needs assessment for parks, recreation, and culture in our Town.

The following maps demonstrate the distribution of resident cohorts throughout our Town. That information tied with an understanding of the decision making criteria for areas of highest need for recreation and culture spaces (income, education, age, etc...) it is possible to identify ideal locations for improvements to existing facilities as well as the addition of new.

Areas of greater need for parks, culture and recreation spaces and programs include demographic cohorts such as areas with:

- lower average income;
- higher proportion of seniors and youth;
- higher proportion of immigrant populations;
- lower average education levels; and,
- higher population density.

What these maps demonstrate is that the area of highest need for recreation and culture spaces exists within the southwest region of Town.

Figure 3-2: Lower Average Income



The area of with the highest proportion of lower income residents is the south area of Town at 6.7%.

Figure 3-3: Proportion of Seniors

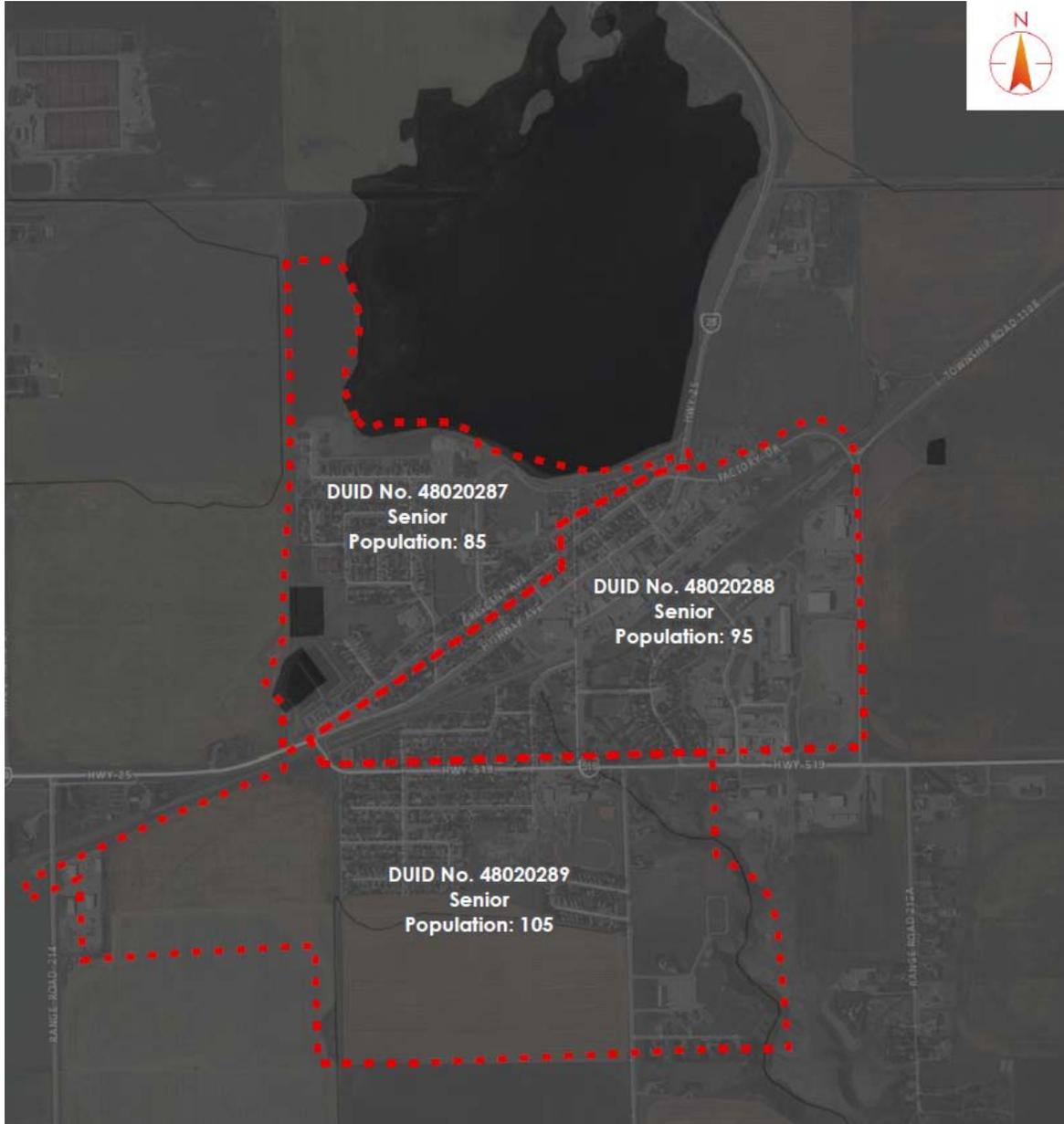
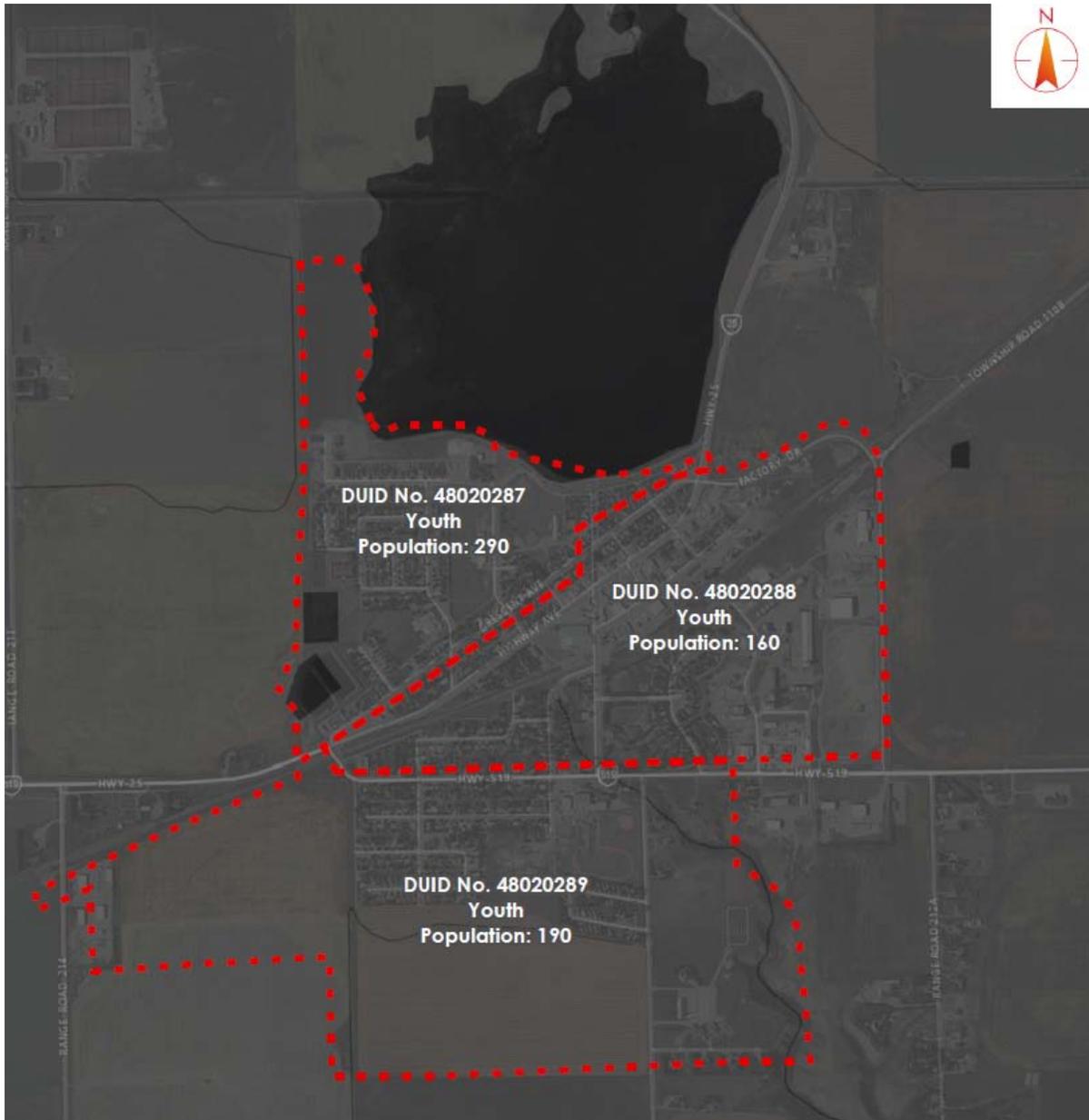
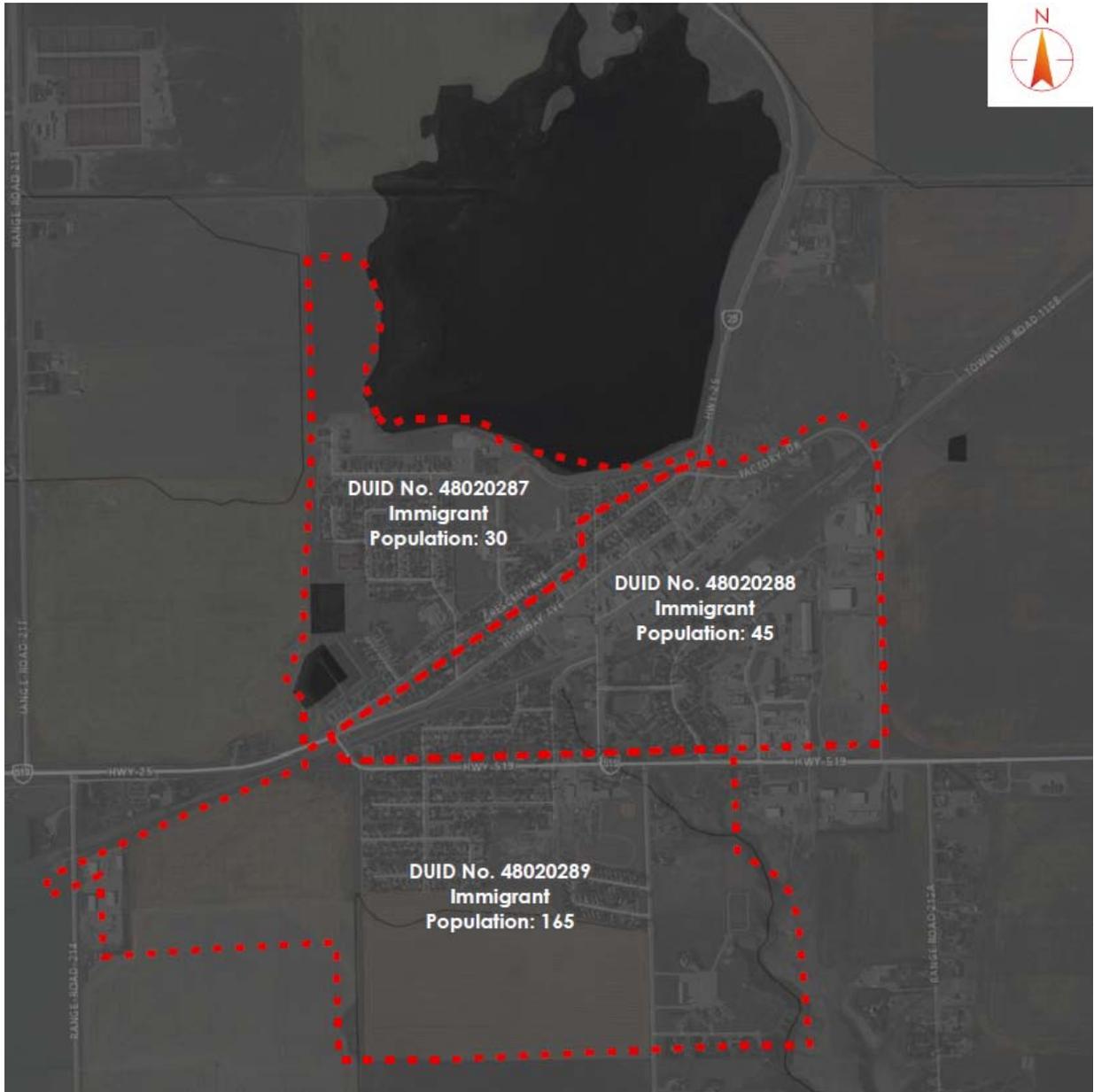


Figure 3-4: Proportion of Youth



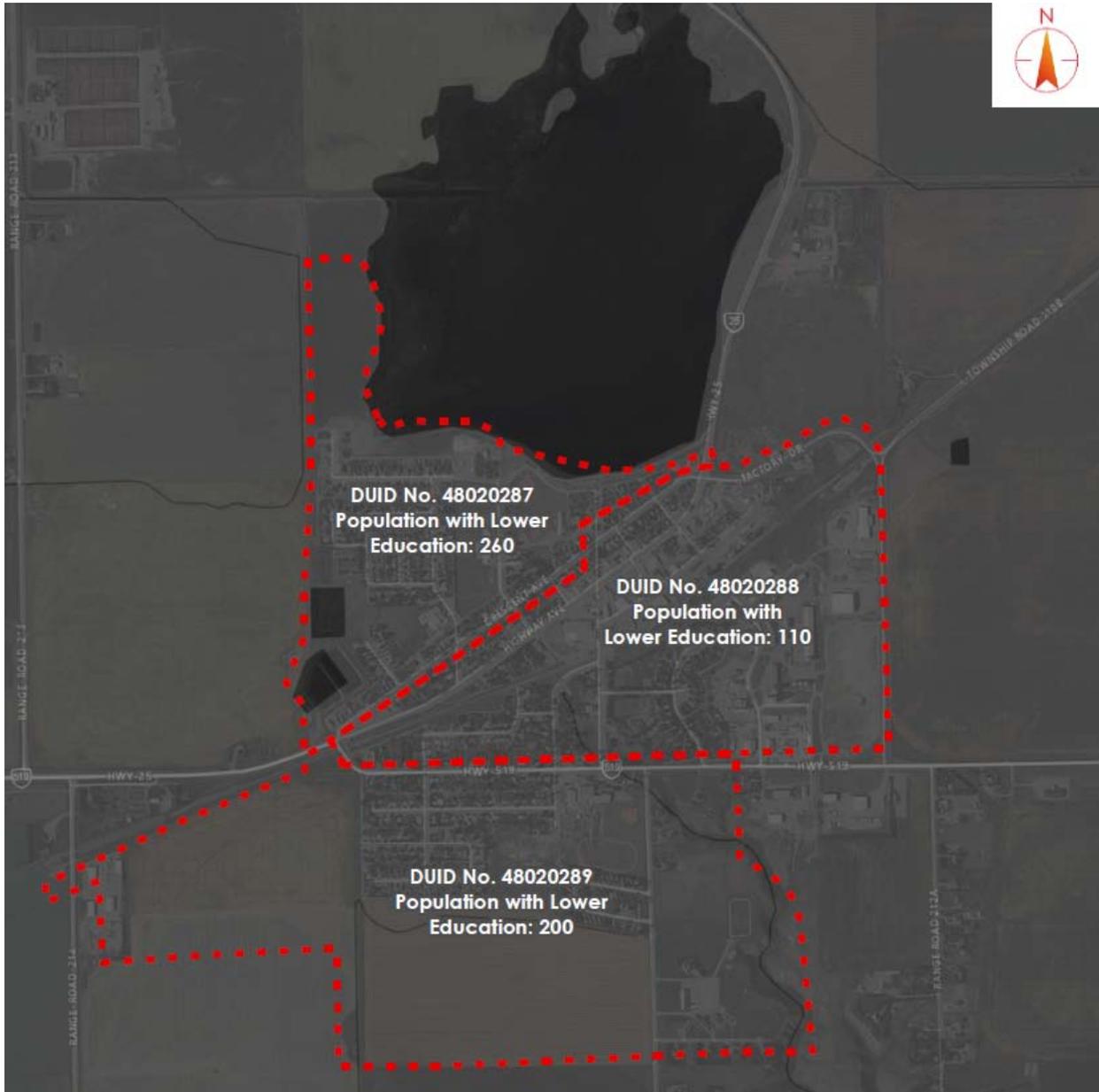
The area with the highest number of youth is the northwest area of Town and seniors, the southern portion of our Town

Figure 3-5: Proportion of Immigrants



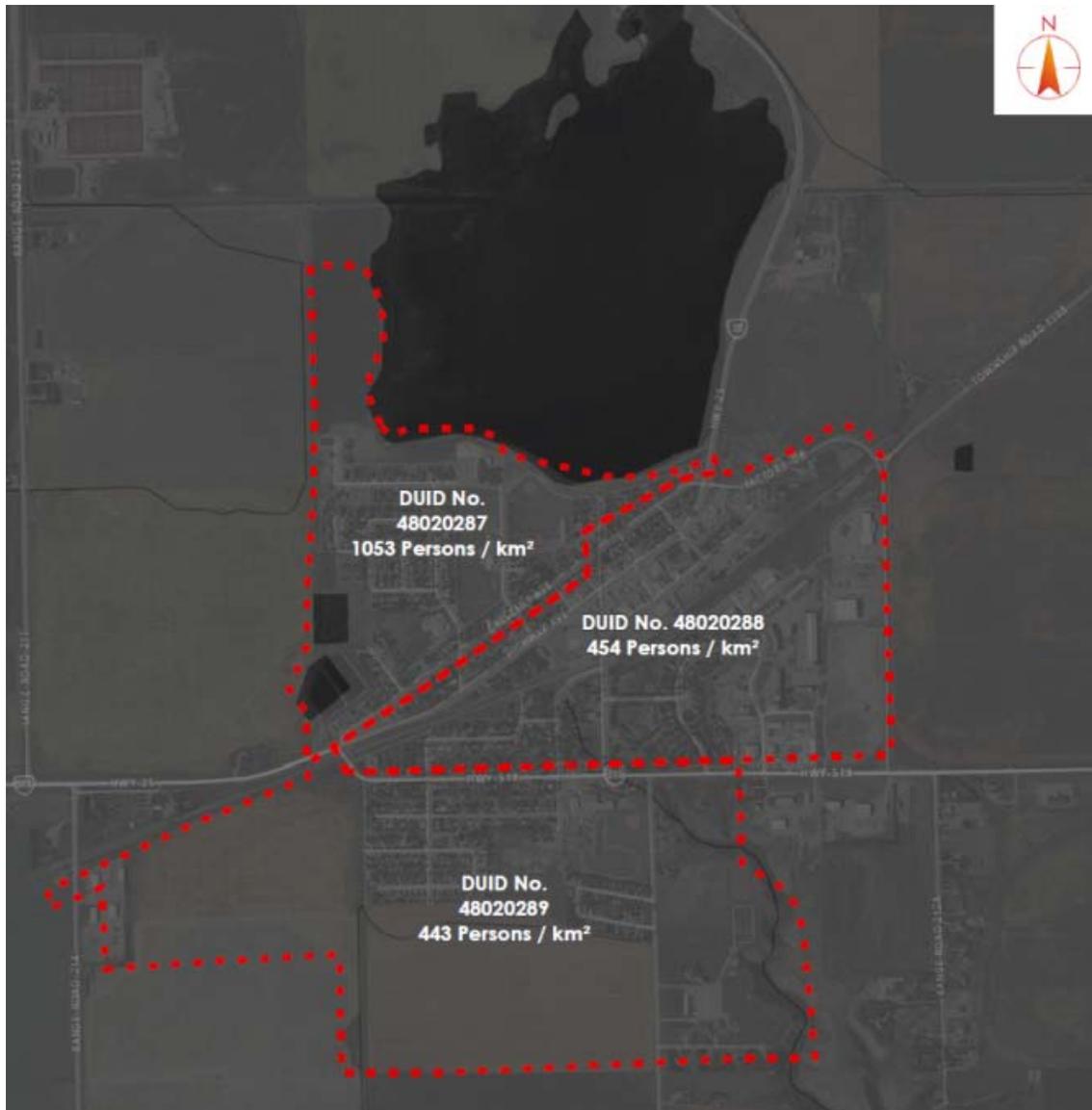
The area of our Town that contains the highest number of immigrants is the southern section.

Figure 3-6: Lower Average Education Levels



The map above shows that the highest number of people with a lower level of education resides in the north-west area of Picture Butte.

Figure 3-7: Population Density



The area with the highest density of residents exists within the north-west area of our Town.

What this information tells us is that the area of our Town that may have the highest need for parks, culture, and recreation (based on demographic information) is the southern area. In terms of barriers, Highway 519 may provide a real or perceived barrier to participation. Whether it's real or perceived, it's still a barrier. The Map of indoor and outdoor facilities, (**Figure 6.1: Town Indoor and Outdoor Recreation Facilities**) shows a centralized location of the facilities in Picture Butte. Real and perceived barriers need to be addressed through education (to dispel perceived barriers), physically accessible design for all, cost effective rates, and the provision of socially / culturally safe places.

4.0 OUR VISION FOR PARKS, CULTURE & RECREATION

4.1 VISION

Future planning and management decisions about our parks, culture, and recreation need to be based on a shared vision of where we want to go in the future. Vision discussions were held at three different town, county, and stakeholder engagements where participants were encouraged to wordsmith words and phrases derived from a visioning activity. The vision co-created through Community Burst Engagement #1 for Parks, Culture and Recreation is:

“Picture Butte – a welcoming and engaged community that sustains quality parks, cultural and recreational experiences which meets the needs of our residents and surrounding area.”

4.2 GOALS

The goals identified to guide our path in realizing our vision included:

Promote Cultural Opportunities

- Picture Butte will access opportunities to promote and enhance cultural experiences for residents. The diversity of ethnicities and cultures within the area provide avenues to elevate cultural programming and build community unity and respect.

Encourage Sustainability

- Avenues to demonstrate sufficient resources for maintenance and operational costs will be explored to encourage sustainability.

Stimulate Community Engagement

- Residents will be given opportunities to participate and share in decision making that affects them and stimulates community pride. They will be better informed through enhanced community communication processes that are inclusive and timely.

Nourish Health and Well-being

- Facilities, activities and programming will be offered and expanded upon if possible to nourish healthy alternatives in the development of the community’s well-being.

Community Hub

- With consideration of financial inventories, sustainability resources, and assessment analysis, developing a community hub around the existing arena, curling rink and pool is recommended.

5.0 BENCHMARKING

Benchmarking provides the opportunity for each community to evaluate and check their recreation provision by comparing standards and best practices with similar communities. The information gleaned from this process may reveal gaps and opportunities for Picture Butte to address through this Parks Culture, Recreation Regional Master Plan (RCRRMP).

While the information assembled can provide value to the decision-making process (allocation of human and fiscal resources, related research & information provision, and performance measures), the unique needs of each community play a valuable role. Thus, the information contained within the Benchmarking section should only be used as a guideline and be considered in the context of Picture Butte.

As part of the benchmarking process, we looked at a total of four communities to compare to Picture Butte. As indicated in the following table, the towns chosen for benchmarking purposes for the Parks, Culture, Recreation Regional Master Plan include: Bassano, Bowden, Redwater, and Vulcan and located within the Province of Alberta.

The general attributes of each community used in this comparative analysis include:

- population; and,
- proximity to an urban centre and/or other towns/hamlets.

Another set of performance measures include an analysis of the recreation provision attributes:

- quantity and type of recreation and cultural programs our Town offers;
- inventory of recreation and culture facilities, parks and open spaces; and,
- whether or not the town has a Parks, Culture and Recreation Master Plan.

Finally, the financial performance measures were looked at:

- total town budget; and,
- recreation budget (% of total budget spent on recreation).

The purpose behind the benchmarking process is to associate and compare findings in similar towns with Picture Butte to measure how well the recreation department is meeting its core service areas, whether there are gaps and opportunities, where the gaps & opportunities exist, how they can be addressed (through recommendations and prioritization).

Table 5-1: Benchmarking

Benchmark Information	Town of Picture Butte	Town of Bassano	Town of Bowden	Town of Redwater	Town of Vulcan
Population	1,705	1,400	1,241	2,100	1,836
Proximity	30 km north of Lethbridge	50 km SW of City of Brooks, between Calgary and Medicine Hat	45km south of Red Deer, 20 km from Olds, 96 km from Calgary	52 km north of Edmonton	Midway between Lethbridge and Calgary
PROGRAMMING					
Recreation Programs - Type of Town run	Senior's Programs – i.e. exercise swimming programs	Senior Drop-In Centre Swimming programs	Alley Walks	Fitness programs Summer programs/excursions	Fitness Programs Summer Camps Summer Games
Cultural Programs - Type of Town run	Jamboree Days (Town contributes to) Library *	Arts Council Movie Days Concerts Family Fun Day	Canada Celebrations BBQ & Movie in the Park Garden Market Sleigh Ride / Tour of Lights Art Club Historical Society	Discovery Park Kris Kringle Celebration Farmer's Market Talent Show Literacy Night Meet the Community	Spock Days Fall Fair
FACILITIES					
Recreation Facilities - Type of Town run	North Country Recreation Complex Tennis Courts Ball field Campgrounds Lions Aquatic Centre Playgrounds Parks WOW Nature Trail *	Arena Bowling Alley Curling Ball Field/Soccer Pitches Gun Club Facility Rodeo Grounds Outdoor swimming pool/spray park Homecoming Campground Tennis Courts Kinsmen Park	Ice Arena Ball Field/Soccer Pitches Campground Community Action Park – outdoor rink, horseshoe pits, gazebo, skatepark, open space, picnic area	Arena Ball Fields/Soccer Pitches Curling Rink Skateboard Park Outdoor Swimming Pool Golf Course	Arena Outdoor Swimming Pool Golf Course Curling Rink Walking Path
Cultural Facilities - Type of Town run	Community Centre	Library Community Hall Museum	Pioneer Museum Community Hall Library	Library Museum Cultural Hall	Museum and Archives Agricultural Society Gun Club Vulcan Tourism & Trek Centre Star Trek Trekccetera Museum

TOWN OF PICTURE BUTTE
PARKS, CULTURE AND RECREATION REGIONAL MASTER PLAN

Benchmark Information	Town of Picture Butte	Town of Bassano	Town of Bowden	Town of Redwater	Town of Vulcan
RECREATION MASTER PLAN					
Does the Town have a Recreation Master Plan?	In progress	NO	NO	Regional Recreation Facilities Master Plan that includes 6 vicinity municipalities	Completed jointly with the County
FINANCIAL MEASURES					
Town Budget	\$3,107,000	N/A	\$2,426,000	\$8,885,000	\$5,500,000
Parks, Recreation, & Culture Budget	\$ 380,371.62 (12%) Actual Spending in 2015	N/A	\$293,342 (12%) Budget is interim	\$1,919,140 (21.6%)	\$604,000 (11%)

- Note: Facilities identified with an asterisk indicate a partnership of facilities &/or programs.
- Town of Bassano information based upon Town website information, unable to make contact with personnel

This benchmarking activity provides context for areas of opportunity to consider that relate to enhanced recreational and cultural programming and facilities. Areas in which other communities provide exemplars to benefit our Town may include:

- Close working relationship and funding structure with the County
- Appreciation of valued volunteers that assume responsibility for many programming opportunities
- Increase in Town run programming
- Increase in Town sponsored community activities that promote unity and awareness of opportunities, programs and facilities

The benchmarking analysis demonstrates Picture Butte’s forethought in undertaking a Parks, Culture, and Recreation Regional Master Plan that will be tailored specifically to our Town. One other town has a Facilities Master Plan but completed it jointly with five other communities and one community is presently preparing its strategy to undertake the development of its master plan.

Picture Butte also showcases their volunteer force that is responsible for the majority of the recreational and cultural programming though out the community. Care must be taken to ensure this vital force is replenished, constant and appreciated.

5.1 ISSUES & OPPORTUNITIES

The recommendations from the Benchmarking exercise focus on building capacity and partnerships with the service providers for recreation and culture programs in our Town.

RECOMMENDATIONS & ACTIONS

- Develop a collaborative relationship between Picture Butte and Lethbridge County.
 - Action – facilitate the building of the relationship through open communication, trust, transparency and a regional vision.
 - Action – include Lethbridge County early in discussions about items that may involve some level of cost-sharing (Cost-sharing recommendation is included in later sections).
- Support and recognize existing volunteers and work to attract a new volunteer force.
 - Action – work with existing volunteers and potential to develop strategies to attract and retain a solid volunteer base in our Town.

- *Note: Programming and Events recommendations are provided in Section 7.0: Programs & Events*

What information supports these recommendations and actions?

Table 5-2: Support for Benchmarking Recommendations and Actions

	BENEFITS	TRENDS	POLICIES & PLANS	VISION & GOALS	COMMUNITY ANALYSIS	INPUT	VIABILITY
Benchmarking							
Collaborative Relationship with County	✓	✓	✓	✓		✓	✓
Support & Recognize Volunteers	✓	✓	✓	✓		✓	✓



6.0 TOWN SERVICE DELIVERY FRAMEWORK

As of 2004, the Town of Picture Butte Municipal Development Plan Bylaw No. 786-04 accounted for the following totals (Table 6-1) of land that accommodates Recreation & Open Space within our Town.

Table 6-1: Land Use Overview

LAND USE	HECTARES	ACRES	% OF TOTAL
Recreation & Open Space	10.4	25.6	3.7%

Town administration oversees the maintenance and operation of these 10.4 Hectares of recreation and open space and many of the indoor and outdoor facilities found in Figure 6-1.

Figure 6-1: Existing Parks, Culture and Recreation Facilities

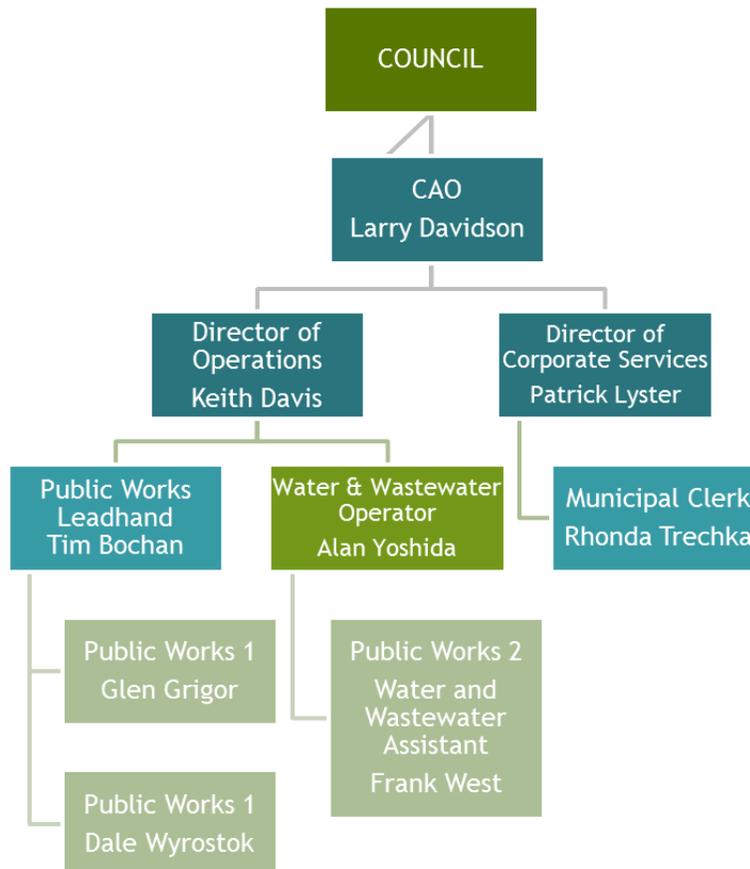


6.1 CONTEXT

A service delivery framework overviews how our Town offers recreation, parks and culture facilities and programs to the residents and visitors. This Master Plan contains many of the principles, standards and practices that will impact recreation and culture service delivery for the next 10 years in our Town.

It is important to have a general understanding of our Town hierarchy to know where the decisions are coming from for operations, maintenance and delivery of services to residents. Figure 6-2 shows the hierarchy of Town administration. Parks, culture, and recreation fall under the purview of the Director of Operations.

Figure 6-2: Town of Picture Butte Organizational Chart



Currently, our Town provides parks, culture and recreation facilities, and works with community groups, individuals, and organizations to provide support for recreation and culture programs.

6.2 ISSUES & OPPORTUNITIES

The recommendations for service delivery focus on building capacity and partnerships with the service providers for recreation and culture programs in our Town. Because recreation facilities and programs rarely ever recover the capital and operating costs, it is important that the community understand the importance of investment into these facilities, programs, and events.

RECOMMENDATIONS & ACTIONS

- Educate residents and staff on the importance of recreation and culture provision in our Town.
 - Action – partner with other organizations (such as Alberta Health Services and community service organizations) to educate residents on the health and economic benefits of taking part in recreation and cultural activities.
 - Action – foster a Town employment culture that supports and promotes inclusion for all through sound practices internally and with the public (i.e. courses on inclusion)
- Support parks, recreation, and culture through policy and financial investment.
 - Action – all community planning documents created (MDP’s, etc…) shall include policy statements that support recreation and culture in our Town.
 - Action – all decisions made with respect to Town investments (human capital and infrastructure) shall be made with consideration of both direct and indirect benefits to the community – including the less quantifiable such as: social, environmental, economic and personal benefits.
- Increase communication with residents on recreation opportunities (programs, events, and facilities) through multiple means such as: Town website, Facebook, newspaper, posters, etc…
 - Action – recreation and culture information should be easily accessible through many means for all generations of information-seekers.
- Ensure accessibility to all residents regardless of age, ability, culture, financial status by reducing barriers to participation in our Town.
 - Action – ensure programs and facilities are provided for all ages and are related to the proportion of the population.
 - Action – ensure programs and facilities include all an opportunities for all cultures to participate and pass on their knowledge/culture, where possible.
 - Action – provide cost effective programs and facilities to Town residents.
 - Action – provide an income supplement program for Town residents to use to access recreation and culture programs.
 - Action – reduce barriers – run free events/programs, promote activities/facilities that can be done/accessed without money (i.e. WOW Trails), promote programs/facilities that can include all residents (regardless of mobility), offer programs for children at a young age that promote lifelong activity, and offer a diversity of quality facilities that make people want to take part!

- Enter into a cost-sharing agreement with Lethbridge County to offset capital and operating expenditures.
 - Action – work collaboratively with Lethbridge County to create a cost-sharing agreement that is equitable and consistent.
- Community Hub – it is recommended that our Town create a ‘Community Hub’ by using existing land and facilities and adding complementary components.
 - Action – examine the feasibility and site layout for a Community Hub that includes some or all of the following:
 - Arena
 - Curling rink
 - Aquatic centre
 - Skatepark
 - Community Centre
 - Community Gardens
 - Outdoor public space
 - Link to multi-purpose trails along the abandoned CPR rail line

Note: further details about the indoor and outdoor components of the ‘Community Hub’

What information supports these recommendations and actions?

Table 6-2: Support for Service Delivery Framework Recommendations and Actions

	BENEFITS	TRENDS	POLICIES & PLANS	VISION & GOALS	COMMUNITY ANALYSIS	INPUT	VIABILITY
Service Delivery Framework							
Educate on importance of recreation & culture provision	✓	✓	✓	✓		✓	✓
Support Parks, Culture, and Recreation	✓	✓	✓	✓	✓	✓	✓
Increase communication	✓	✓		✓		✓	
Ensure accessibility to all	✓	✓	✓	✓	✓	✓	
Cost-sharing agreement with County			✓	✓		✓	✓
Development of an official ‘Community Hub’	✓	✓	✓	✓	✓	✓	✓

- See Section 13 for potential funding and grant opportunities to support these recommendations and actions.

7.0 WHAT WE HEARD

7.1 CONTEXT

Obtaining input and having dialogue with community members, Town administration and decision-makers is critical to providing a Plan that reflects community needs and wants. A number of techniques were used to glean important information from those interested about the needs and wants of those who use and would like to use the recreation and culture programs, facilities, parks and open spaces in our Town.

- 1) Questionnaire – the questionnaire was active from January 25th until February 12th.
- 2) Sounding Boards – two sets of Sounding Boards. One in November and one in February.
- 3) Community Engagement Burst #1 – meetings held on November 24th, November 25th and December 10th.
- 4) Community Engagement Burst #2 – meetings, workshop and Public Open House held on February 17th.

7.2 QUESTIONNAIRE

The questionnaire consisted of 20 questions in electronic format as well as hard copy. It was active from January 25th, 2016 through February 12th, 2016. The purpose of the questionnaire was to glean information from Town and County residents about their preferences for existing and future parks, culture, and recreation resources in our Town.

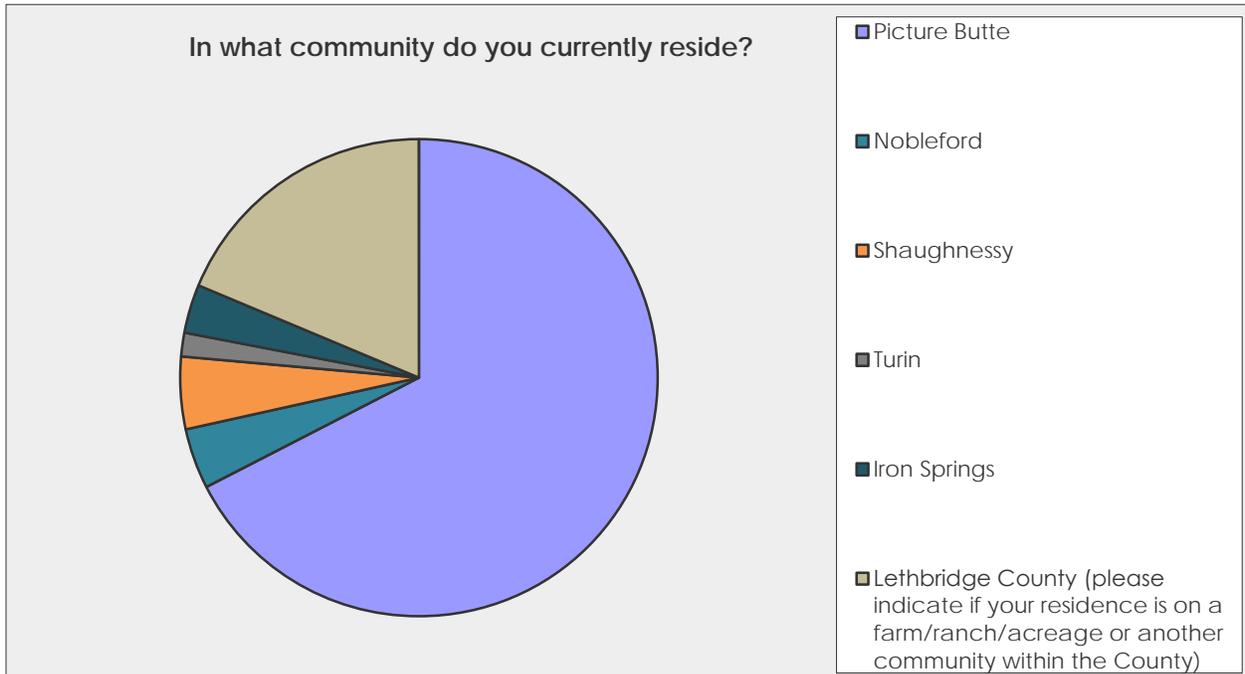
7.2.1 About the Respondents

First, we wanted to get an idea of where the respondents were from. More than 2/3 of respondents (67.5%) reside in Picture Butte. There was also a significant response from people residing in Lethbridge County (18.7%).

Table 7-1 Residence

In what community do you currently reside?		
Answer Options	Response Percent	Response Count
Picture Butte	67.5%	83
Nobleford	4.1%	5
Shaughnessy	4.9%	6
Turin	1.6%	2
Iron Springs	3.3%	4
Lethbridge County (please indicate if your residence is on	18.7%	23
answered question		123
skipped question		1

Figure 7-1 Residence

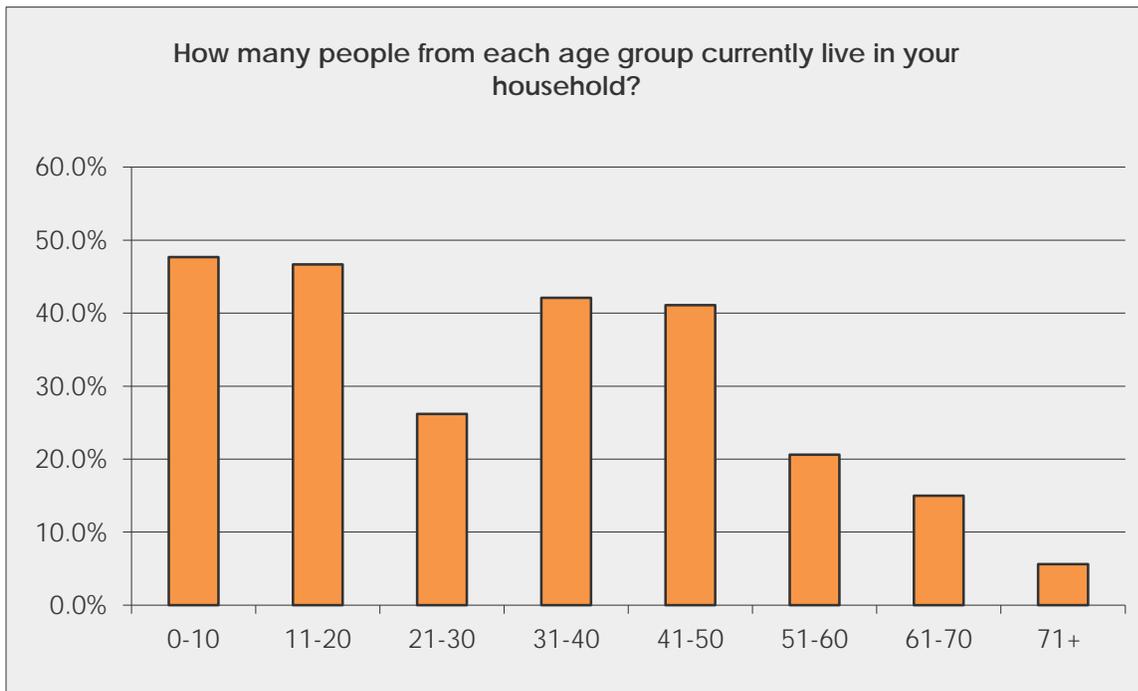


Two key elements of knowing your residents include: how many of them reside in the house and what their ages are. Respondent household composition displays a younger crowd. Age cohorts consisting of 0-10, 11-20, 31-40, and 41-50 were the highest in terms of age groups living in the responding households.

Table 7-2 Ages within Households

How many people from each age group currently live in your household?		
Answer Options	Response Percent	Response Count
0-10	47.7%	51
11-20	46.7%	50
21-30	26.2%	28
31-40	42.1%	45
41-50	41.1%	44
51-60	20.6%	22
61-70	15.0%	16
71+	5.6%	6
<i>answered question</i>		107
<i>skipped question</i>		17

Figure 7-2 Ages within Households

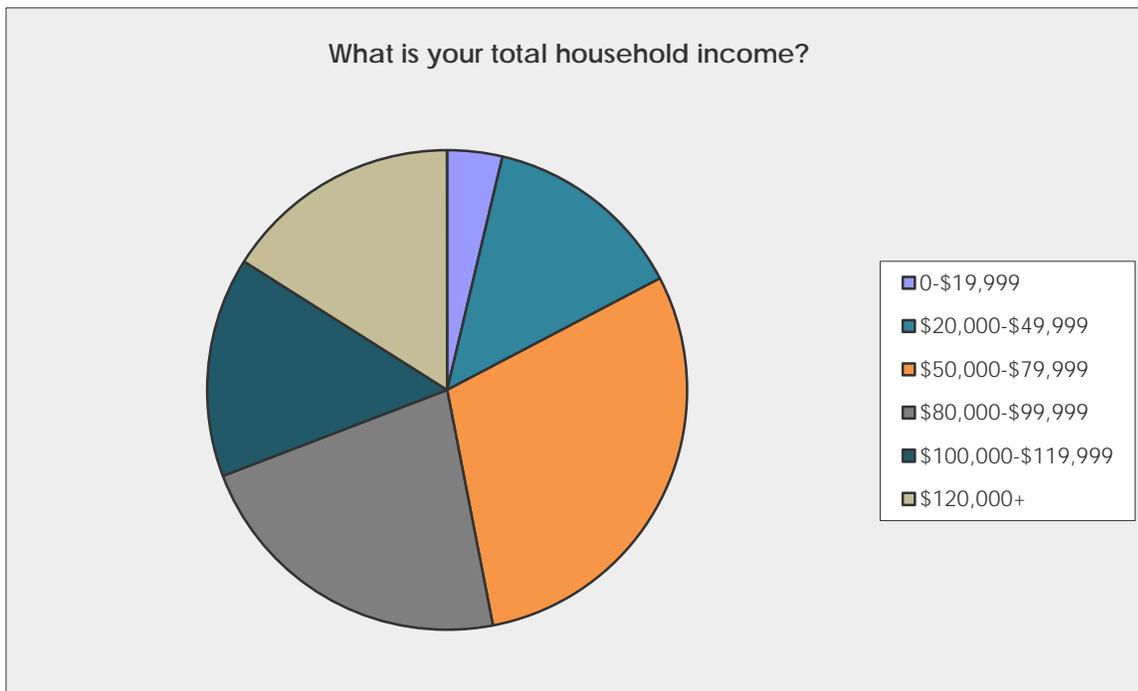


Income information combined with an understanding of the 'cost of living' within the community is an important indicator on affordability of residents to invest into their recreation and leisure pursuits. More than 50% of respondents reported their household income as \$50,000 - \$99,999. Respondents reporting household income of more than \$120,000 make up 16.0% of all responses. Conversely, 3.7% of respondents reported a household income of \$0 - \$19,999.

Table 7-3 Household Income

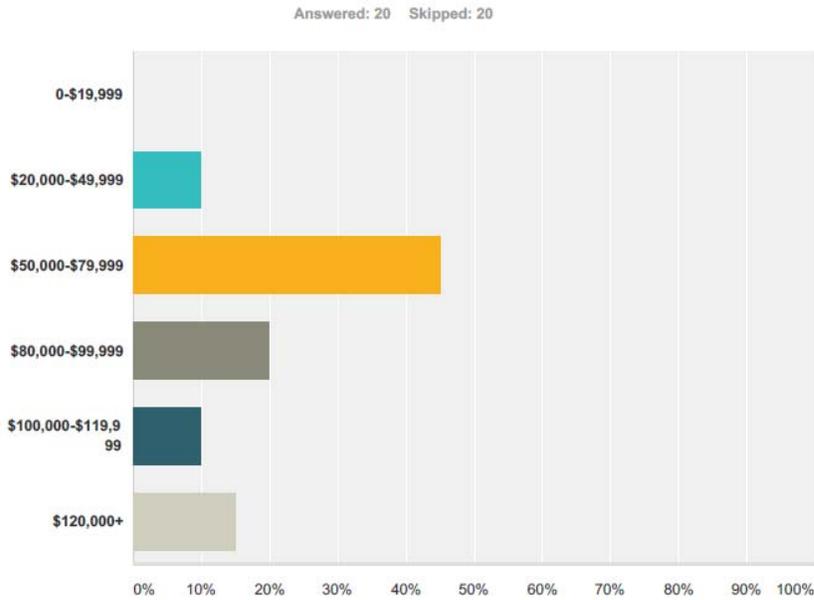
What is your total household income?		
Answer Options	Response Percent	Response Count
0-\$19,999	3.7%	3
\$20,000-\$49,999	13.6%	11
\$50,000-\$79,999	29.6%	24
\$80,000-\$99,999	22.2%	18
\$100,000-\$119,999	14.8%	12
\$120,000+	16.0%	13
<i>answered question</i>		81
<i>skipped question</i>		43

Figure 7-3 Household Income



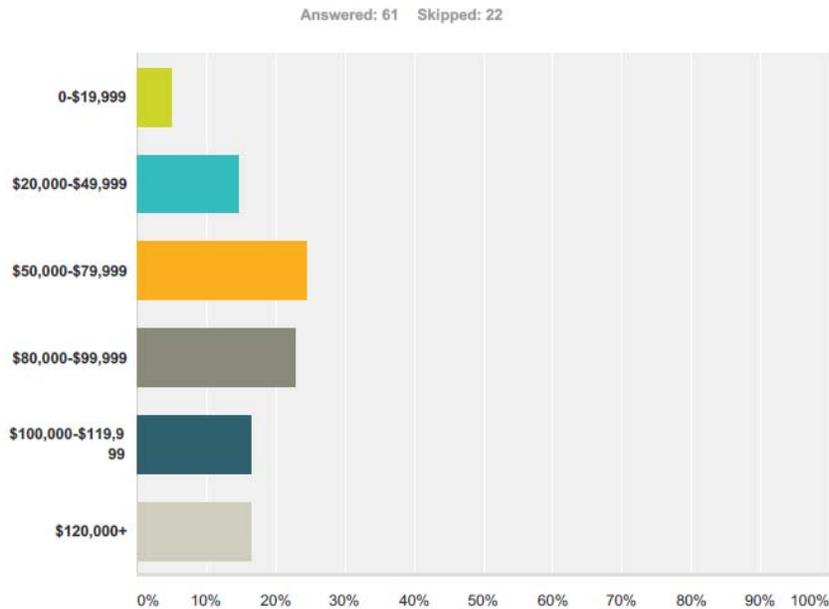
Household Income for Lethbridge County, including all respondents from communities within the County, but not including Picture Butte, is displayed in Figure 7-4. Nearly half (45%) of the respondents stated a household income between \$50,000 - \$79,999. 20% of the respondents stated a household income between \$80,000 - \$99,999, and 15% of the respondents stated a household income more than \$120,000.

Figure 7-4 Respondents Household Income – Lethbridge County Residents



Household Income for the Town of Picture Butte is displayed in Figure 7-5. 48% of the respondents stated a household income between \$50,000 - \$99,999. 33% of the respondents stated a household income of more than \$100,000.

Figure 7-5 Respondents' Household Income – Town of Picture Butte Residents





7.2.2 Programs & Events

The desired programs and events drive the type of facilities required to deliver on these wants. The following provides an overview of the results from the survey with respect to programs and events.

When asked about the types of programs they attended and the frequency of participation, respondents had a variety of answers. Although more than half of the respondents skipped (47% response rate) this question, there was still a clear trend. Swimming (17), skating (14), and hockey (13) were the top three answers with the library, jamboree days, curling, and soccer also having multiple responses. The frequency of the participation was difficult to assess because it was omitted from most of the responses.

When asked what programs they would like to see in Picture Butte there was no clear trend. Just over 30% of participants answered this question and many responses were not directly related to programs. The program trend mentioned most reflected a desire for more youth and family oriented programming.

Almost 90% of the respondents had participated in or attended either Jamboree Day and/or Canada Day. 54% of respondents do not want to see their current tax dollars go to more events. When asked about the types of events they would like to see, the frequency was an annual basis and many of them take place outdoors (i.e., movies in the park, festivals, winter events, etc.).

7.2.3 Facility Usage

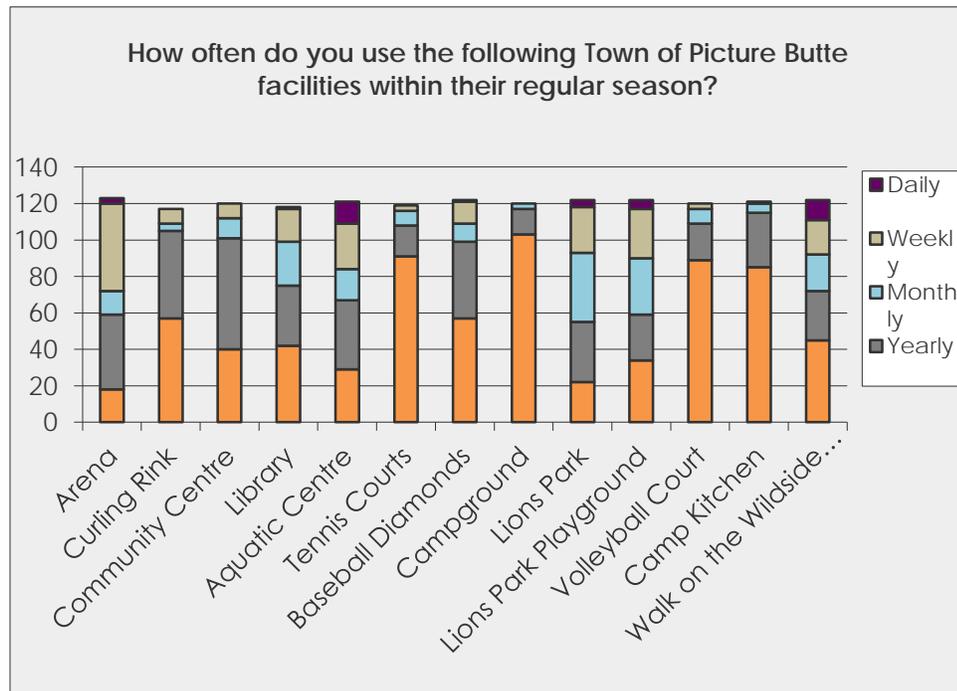
Once we had a better understanding of the respondents, we were able to ask important questions about their perspectives on our Town parks, culture and recreation facilities and their use.

Residents were asked how often they use each facility, and given the option of daily, weekly, monthly, yearly, or never. The largest response for 'never' was the campground, which does not come as a surprise as campgrounds are typically utilized by travelers. The largest responses for 'daily' and 'weekly' were for the arena, Lions Aquatic Centre, Lions Park, Lions Park playground, and the Walk on the Wildside Trail.

Table 7-4 Frequency of Use

How often do you use the following Town of Picture Butte facilities within their regular season?						
Answer Options	Daily	Weekly	Monthly	Yearly	Never	Response Count
Arena	3	48	13	41	18	123
Curling Rink	0	8	4	48	57	117
Community Centre	0	8	11	61	40	120
Library	1	18	24	33	42	118
Aquatic Centre	12	25	17	38	29	121
Tennis Courts	0	3	8	17	91	119
Baseball Diamonds	1	12	10	42	57	122
Campground	0	0	3	14	103	120
Lions Park	4	25	38	33	22	122
Lions Park Playground	5	27	31	25	34	122
Volleyball Court	0	3	8	20	89	120
Camp Kitchen	0	1	5	30	85	121
Walk on the Wildside Trail	11	19	20	27	45	122
<i>answered question</i>						124
<i>skipped question</i>						0

Figure 7-6 Frequency of Use



The following table displays usage by Lethbridge County residents. The most frequently used facility is the Arena. Relatively speaking, facilities which are under-utilized by county residents are the Curling Rink, Tennis Courts, Baseball Diamonds, Campground, Volleyball Court, and the Camp Kitchen.

Table 7-5 County Resident Facility Use

Lethbridge County Facility Usage					
	Daily	Weekly	Monthly	Yearly	Never
Arena		12	3	4	4
Curling Rink			1	11	8
Community Centre		3	2	10	6
Library		4	5	7	4
Aquatic Centre	1	1	7	5	7
Tennis Courts		1		2	17
Baseball Diamonds			2	5	14
Campground				2	18
Lions Park	1	4	3	8	6
Lions Park Playground	1	2	6	4	8
Volleyball Court		1		1	18
Camp Kitchen				6	14
Walk on the Wildside Trail		3	2	6	10

7.2.4 Condition of Facilities

Residents were asked to rate the condition of each facility, categorized along a spectrum that included:

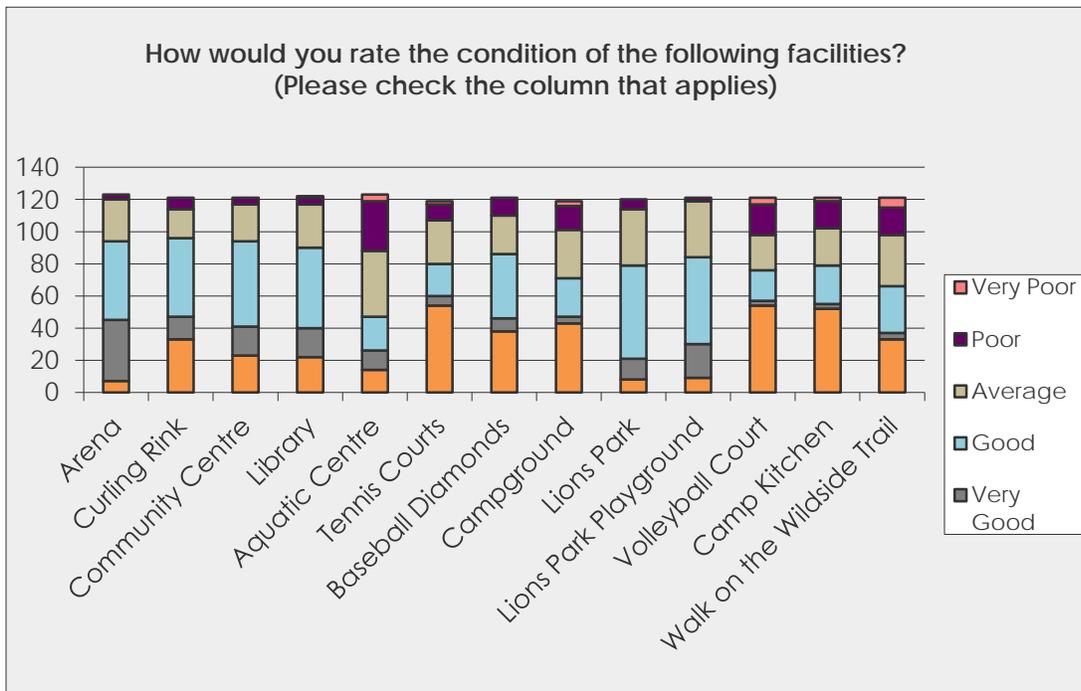


The majority of respondents answered 'Good' for facilities overall. According to respondents, the facility ranked as being in the poorest condition was the Aquatic Centre and the facility in the best condition was the Arena.

Table 7-6 Facility Condition Ranking

How would you rate the condition of the following facilities? (Please check the column that applies)							
Answer Options	Very Poor	Poor	Average	Good	Very Good	Don't Know	Response Count
Arena	0	3	26	49	38	7	123
Curling Rink	0	7	18	49	14	33	121
Community Centre	0	4	23	53	18	23	121
Library	1	4	27	50	18	22	122
Aquatic Centre	4	31	41	21	12	14	123
Tennis Courts	2	10	27	20	6	54	119
Baseball Diamonds	0	11	24	40	8	38	121
Campground	3	15	30	24	4	43	119
Lions Park	0	6	35	58	13	8	120
Lions Park Playground	0	2	35	54	21	9	121
Volleyball Court	4	19	22	19	3	54	121
Camp Kitchen	2	17	23	24	3	52	121
Walk on the Wildside Trail	6	17	32	29	4	33	121
<i>answered question</i>							124
<i>skipped question</i>							0

Figure 7-7 Facility Condition Ranking



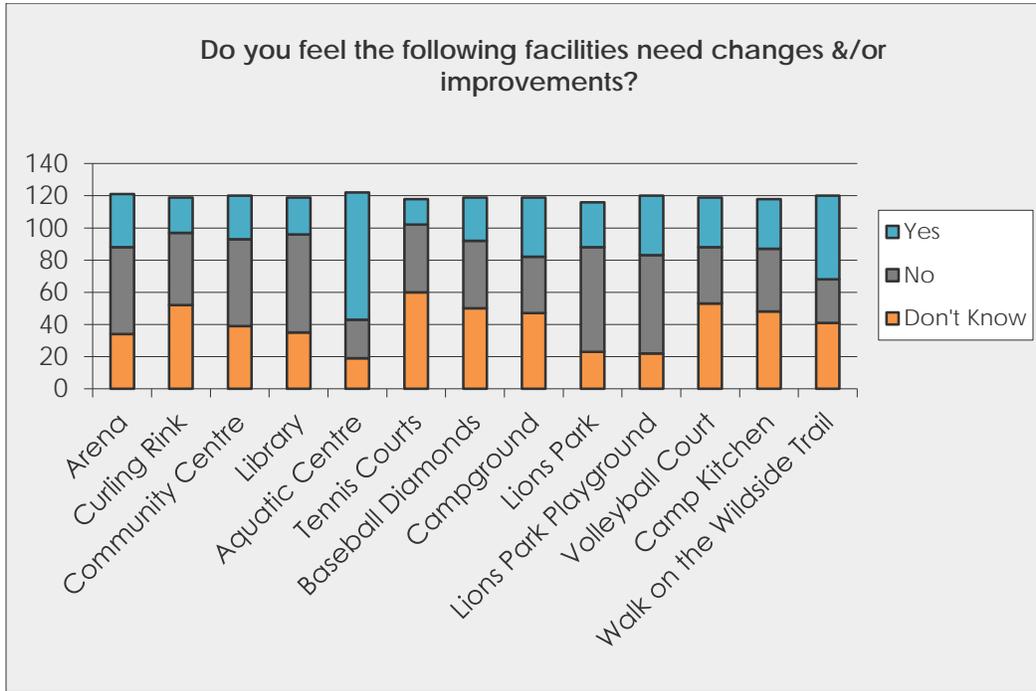
7.2.5 Changes / Improvements

Respondents of parks, culture and recreation questionnaires are generally interested in the facilities and their condition. As a result, respondents were asked if the listed facilities required changes and/or improvements. The largest response for facilities requiring changes/improvements was the Aquatic Centre and the Walk on the Wildside Trail. The largest response for facilities NOT requiring changes/improvements were: Lions Park, Lions Park Playground, and the Library.

Table 7-7 Facility Changes &/or Improvements

Do you feel the following facilities need changes &/or improvements?				
Answer Options	Yes	No	Don't Know	Response Count
Arena	33	54	34	121
Curling Rink	22	45	52	119
Community Centre	27	54	39	120
Library	23	61	35	119
Aquatic Centre	79	24	19	122
Tennis Courts	16	42	60	118
Baseball Diamonds	27	42	50	119
Campground	37	35	47	119
Lions Park	28	65	23	116
Lions Park Playground	37	61	22	120
Volleyball Court	31	35	53	119
Camp Kitchen	31	39	48	118
Walk on the Wildside Trail	52	27	41	120
<i>answered question</i>				124
<i>skipped question</i>				0

Figure 7-8 Facility Changes &/or Improvements



7.2.6 Desired Facilities

When asked what recreation and/or cultural facilities they would like to see in Picture Butte, nearly half of the 86 respondents suggested a spray park. Other popular responses included: skate/BMX park, indoor pool, paved paths, and a water park.

Table 7-8 Desired Facilities

Category	Number of mentions	Percent
Spray park	37	43.02
Skate park	17	19.77
Bike / BMX park	14	16.28
Indoor pool	14	16.28
Paved paths	14	16.28
Water park	13	15.12
Multi-use facility	9	10.47
Outdoor skating	8	9.3
Outdoor sports pad	8	9.3
Uncategorized	8	9.3
Tot pool	7	8.14
Expanded community centres	2	2.33
Drive in movie	2	2.33
Fitness centre	2	2.33
Off-leash dog park	2	2.33
Communtiy garden	1	1.16
Indoor playground	1	1.16
Playground	1	1.16
Rifle range	1	1.16
Rock climbing wall	1	1.16
Dirt biking	1	1.16

7.2.7 Tax Support

When asked if they think their tax dollars support recreational and cultural interests in Picture Butte, just under 60% of respondents said no or they did not know. Both Picture Butte and Lethbridge County responses were aligned.

Table 7-9 Tax Dollar Support Perception

Respondent residence	Yes	No	Don't know
Town of Picture Butte	42%	18%	30%
County of Lethbridge	39%	13%	35%

* Percentages not included in total represent respondents who skipped question 11.

Table 7-10 Tax Dollar Support Perception

Respondent residence	Yes	No	Don't know	Skipped Q 11
Nobleford	40%		60%	
Shaughnessy	17%	33%	50%	
Turin			50%	50%
Iron Springs			75%	25%

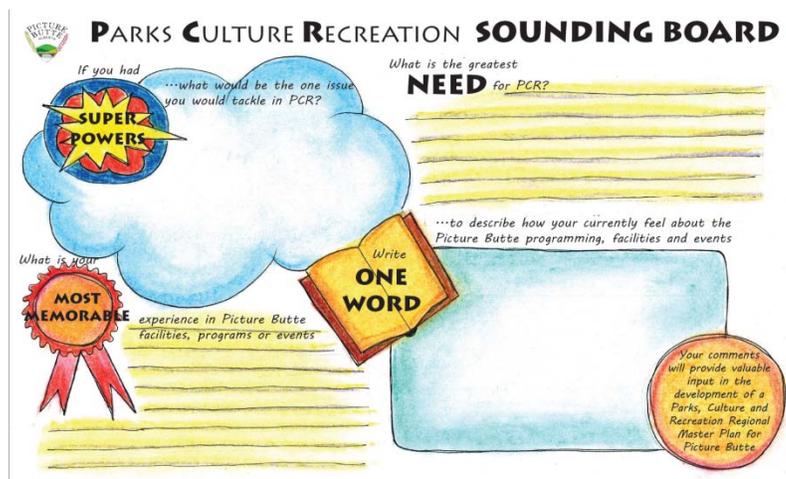
* One respondent did not answer Q1 – Current residence and also skipped this question.

Questionnaire Summary

Overall, the residents are generally satisfied with the recreation facilities and feel that the pool has the highest need of changes and/or improvements. The general thoughts were also that other improvements can be made to increase the quality of parks, culture, and recreation in Picture Butte.

7.3 SOUNDING BOARDS

Two rounds of Sounding Boards were set up around the community. One set from November 23rd, 2015 until December 18th, 2015 and another set from February 25th, 2016 to March 11th, 2016. Sounding Boards can be an effective tool in engaging communities in the “place” about that “place”. These boards have the capacity to reach more members of the community that actually use the place &/or element in question.



Round One

Round one of the Sounding Boards included six locations: St. Catherine's School, Dorothy Dalglish School, Picture Butte High School, Picture Butte Library, Picture Butte Community Centre and the Picture Butte Arena. The Boards included a set of four questions:

- 1) If you had super powers, what would be the one issue you would tackle in Picture Butte?
 - Responses with multiple mentions include: building a spray park (X 3), providing more things for kids to do (X 3), providing trails (X 2), pool (updating the existing pool was mentioned once and providing an indoor pool is mentioned once). Other comments can be found in the appendices.
- 2) What is the greatest need for Parks, Recreation and Culture?
 - Responses with multiple mentions include: spray park (X 4), pool – both updating existing and building new were mentioned (X 4), and a skate park (X 2). Other comments can be found in the appendices.
- 3) What is your most memorable experience in Picture Butte facilities, programs or events?
 - Responses with multiple mentions include: Jamboree Days (X 4). Other comments can be found in the appendices.
- 4) Write one word to describe how you feel about the Picture Butte programming, facilities and events.
 - There were not any comments that were mentioned multiple times, instead, see the appendices for an overview of all comments made.

Round Two

The second round of Sounding Boards included three locations: Picture Butte Library, Community Centre and Arena. The schools were not included in this round as the timing of the first round was opportune with many community members having access to the boards via concerts, performances and parent-teacher interviews.



- Note: Sounding Board above was located in the arena.

The sounding board built on information gleaned from Engagement Burst #2 by exploring questions and topics that surfaced throughout the stakeholder and public engagement meetings. The board posted at the Arena received considerably more participation than the other two locations.

- 1) How would you like to receive information on what is going on in the community?
 - The majority of respondents chose to receive information through newspaper and Facebook (11 votes each) with the website and posters each receiving half as many votes. Other suggestions included North Country Recreational Billboard, Town newsletter, radio and Instagram.
- 2) How does recreation and culture draw people into our Town and create a sense of community?
 - Only one comment was received for this question but it did not reflect an answer to the proposed question.
- 3) Are there any other programs you would like to see offered in Picture Butte?
 - There seems to be confusion regarding programming vs. activities and events as all answers were provided in that direction rather than in programming.
- 4) Do you think our Town has too many recreation facilities for a community of its size? If yes, would you support closing a facility if it were too costly to operate? Which facilities?
 - An overwhelming number of respondents (14) do not feel that there are too many recreational facilities for a community of its size while only 4 people cast a “no vote”. However, a number of facilities that could be closed if operational costs were too high were identified including the community centre, town office –

moved to the town shop, regional campground and tennis courts. Other comments provided input regarding surcharges and user pay options.

- 5) Do you support tax increases to facilitate additional facilities and programs?
- Six people were in support of increased taxes while 14 voted “no” for a tax increase.

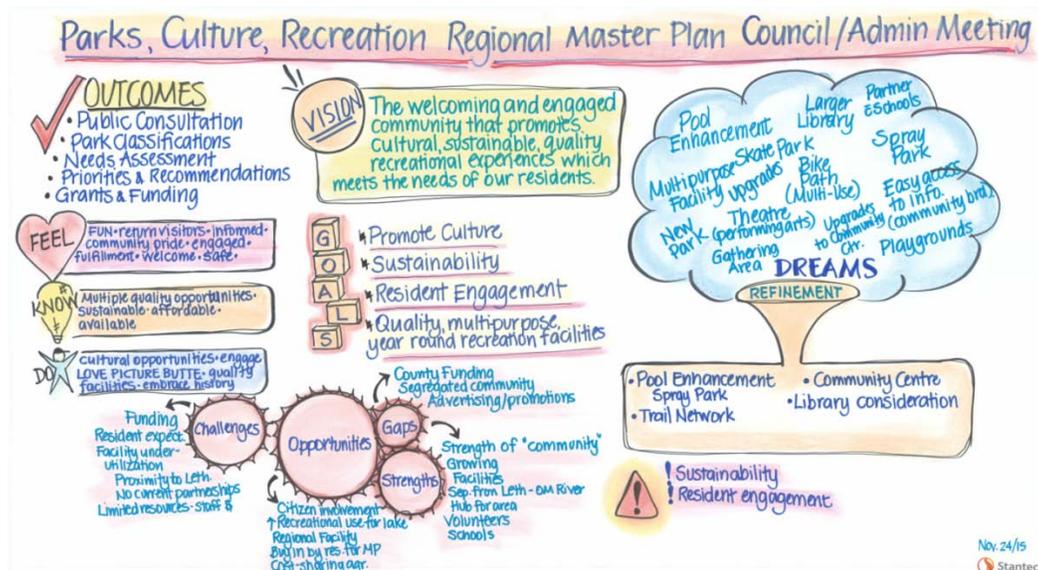
7.4 COMMUNITY ENGAGEMENT BURST #1

The purpose of Engagement Burst #1 was to facilitate dialogue that:

- Introduces and kick-starts the project;
- Defines what a master plan is;
- Provides an overview the planning & engagement process; and,
- Gathers ideas regarding:
 - Values, vision, actions & goals.
 - Identify challenges, opportunities, gaps and strengths.
 - Evaluate community needs.
 - Identify critical items to be addressed throughout the process.
 - Establish a collaborative atmosphere with County participants.

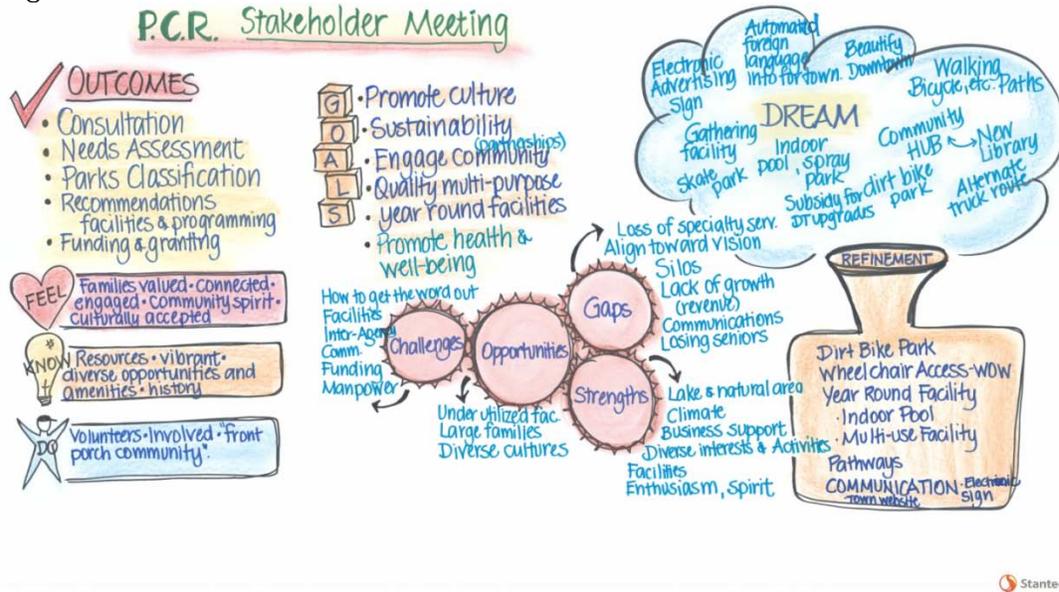
7.4.1 Town Council & Administration

This meeting was limited to Town Administration and Council in order to provide an opportunity for those involved in the ongoing decision-making and administration of our Town.



7.4.2 Town & County Stakeholder Meeting

This meeting involved a number of stakeholders as identified by Town Administration. These stakeholders included recreation and culture service clubs, volunteer organizations and sport organizations.



Stantec

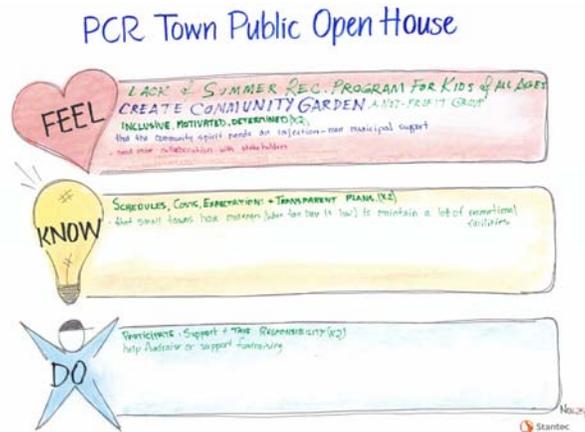
7.4.3 Lethbridge County Council & Administration

As this is a Regional Parks, Culture and Recreation Master Plan and our Town facilities are used by County residents, it was important to engage County Council in identifying the goals, outcomes, values, vision, COGS and financial assumptions in terms of their provision within our Town. It was deemed important to engage Lethbridge County early in any planning process for facilities that serve County as well as Town residents.



7.4.4 Town of Picture Butte Public Input Open House

It was also deemed important to talk to the public and provide them an opportunity to engage in dialogue with Town administration, Council Members, the consultants and other interested residents. The Open House allowed the attendees to provide input on what they 'feel', 'know', and 'do' in terms of recreation and culture in our Town. These statements helped focus on the values important to the residents.



The attendees identified challenges, opportunities, gaps and strengths in our Town.

PCR Town Public Open House



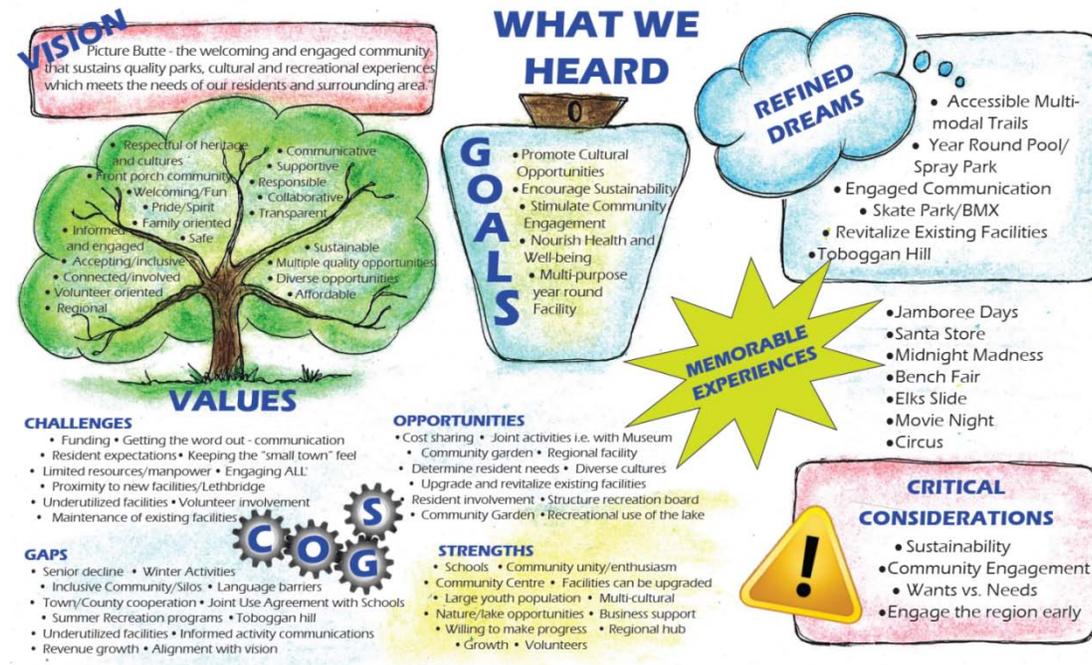
Finally, they communicated their dreams for recreation and culture.



7.4.5 Lethbridge County Public Input Open House

A Lethbridge County Public Open House was scheduled and held on Thursday, November 26, 2015 from 6-8pm at the Shaughnessy Community Centre. To advertise for this event, approximately 800 invitations were mailed via Canada Post to households living outside of the Town of Picture Butte. No one from the public attended the event. One County Councillor dropped by to express his opinion of the process.

7.4.6 Engagement Burst #1 Overview



What does all this mean for our Town? The information provided through the Engagement Burst #1 set a foundation in which our quest for information could be further refined in the second Engagement Burst, the Questionnaire and Sounding Boards. It gave us:

- A vision (i.e. where we want to go);
- goals (i.e. where we want to focus);
- dreams (i.e. what are the dreams);
- COGS – Challenges, Opportunities, Gaps and Strengths to be considered; and,
- what the critical considerations are to be made before we jump into making some decisions regarding our dreams and vision.

7.5 COMMUNITY ENGAGEMENT BURST #2

Engagement Burst #2 kicked off a full day of consultation, sharing, confirming, questioning, recommending and prioritizing. All participants were engaged in separate meetings that focused on similar content through a power point discussion and interactive opportunities that detailed:

- What are we doing?
- How are we doing it?
- What did we find? What did we hear?
- How are we doing?
- Priorities & recommendations.

Appendix B provides background information from all engagement tactics.

7.5.1 Town Council & Administration

The first Engagement component was to meet with Town Administration and Council to have discussions regarding importance of parks, culture, and recreation, review applicability of provincial recreation trends, facility assessments, benchmarking, priorities and recommendations.

Council and Administration seemed to have a finger on the pulse of the community as their perception of the importance of the master plan components align with what we heard at the public open house as well.

- **Parks** – community and family gathering space, affordable multi-use recreation.
- **Culture** – diversity, history/heritage, creates understanding, provides a sense of uniqueness, drawings people into the community and local artisans.
- **Recreation** – promotes health, attracts family, reduces social justice issues, draws people to the community, keeps youth in the community, enjoyment/quality of life.

Discussions of recreational trends and their application in Picture Butte indicated that most provincial trends are reflected such as: our Town population is young yet aging, increasing in diversity, experiencing the effects of the rural to urban shift, and residents put down shallower roots. However, our community is not fast growing.

7.5.2 Lethbridge County Council & Administration

In providing consistency of information sharing, the same presentation as presented throughout the Engagement Burst led this meeting. Eight participants from Lethbridge County Council and Administration also directed focus to discussions they recommended to be considered as the PCRRMP continued to be developed:

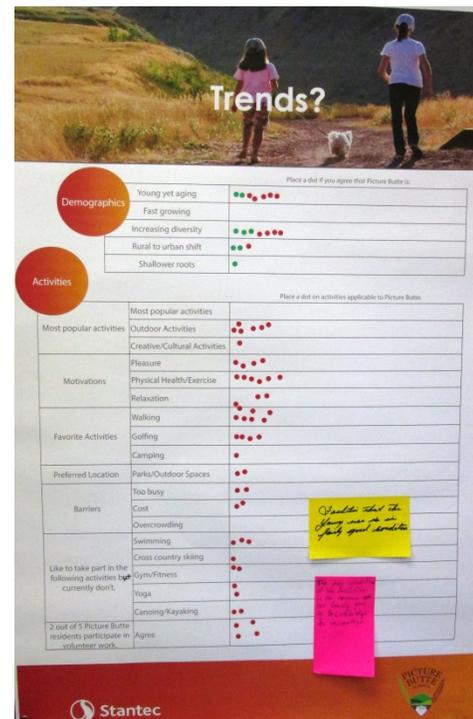
- What builds community?
- What makes Picture Butte sustainable?
- Operations and maintenance costs are a concern.

7.5.3 Town & County Stakeholder Workshop

Fourteen stakeholders participated in the second Engagement Burst through group and table discussions, dotmocracies, and pot-it note input. Following the same format as implemented with the Council and Administration Meeting, participants added upon the list of identified important elements in the Master plan:

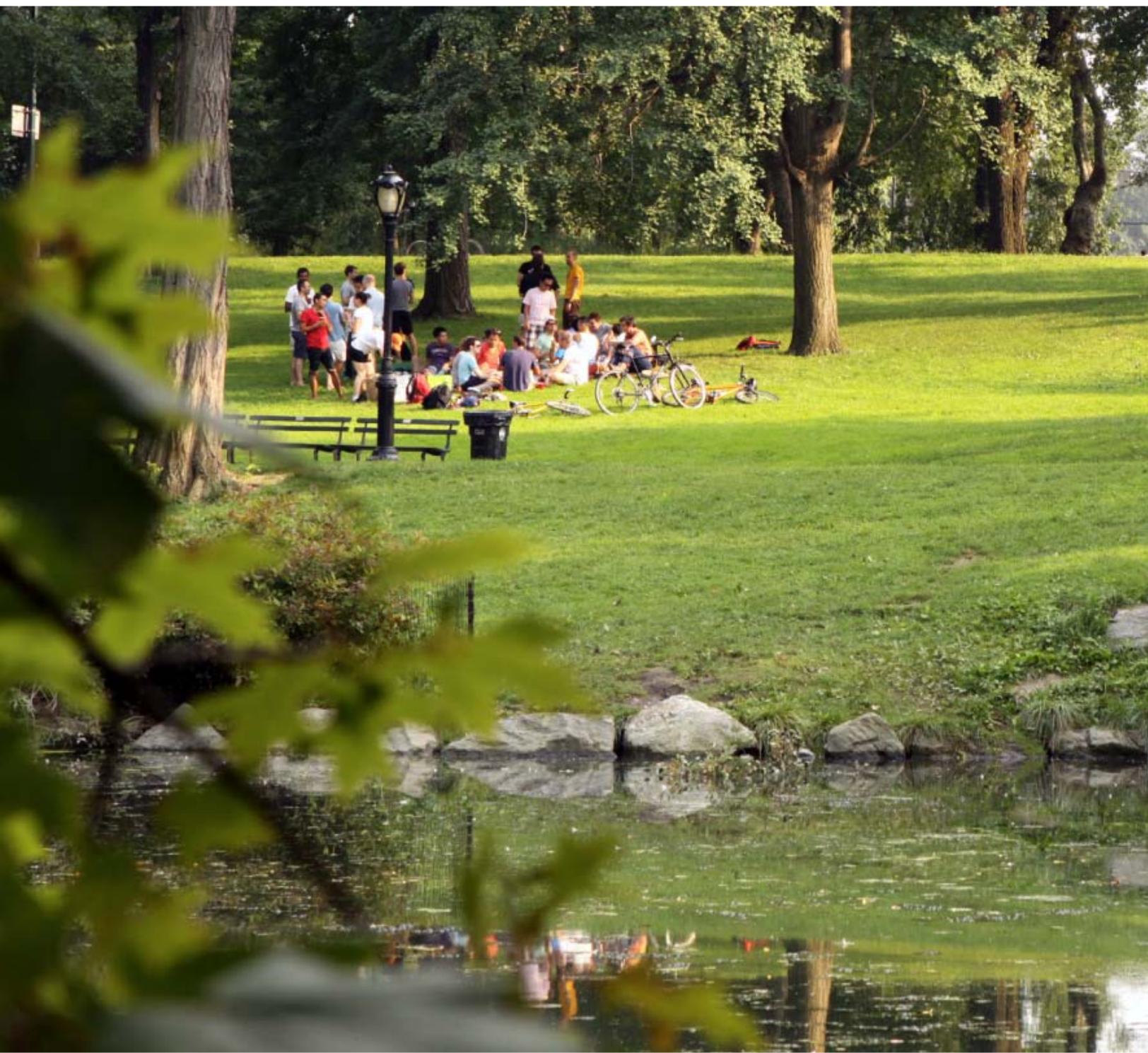
- **Parks** – memorials, beautification, fitness and exercise, and sustains environment.
- **Culture** – growth, knowledge, education, self-worth, and arts.
- **Recreation** – promotes integration, supports mental health, brings financial gains, and community sustainability.

When evaluating recreation trends, stakeholders indicated outdoor activities to be the most popular, physical health and exercise as a key motivator and walking as the favorite activity. Primary barriers to recreation were “too busy” and the cost. One comment expressed that the poor condition of the facilities is the reason some families travel to other communities for recreation.



7.5.4 Town of Picture Butte Public Input Open House

The Public Open House encouraged the 21 attendees to provide input on the items discussed throughout the day with the Councils, Administration and Stakeholders. A short presentation at the beginning of the event provided “what we heard” background information and a better understanding of the process, assessments, and priorities. Additional participant comments were written onto the display boards and are included in Appendix B.



8.0 PROGRAMS & EVENTS

8.1 CONTEXT

Program – /'prō,gram/ - a planned series of future events, items or performances. Our Town does not currently directly provide any programs or events to residents. Therefore, we looked at opportunities through the survey and Benchmarking process to provide recommendations on how our existing facilities can accommodate the current and desired programs.

8.2 INVENTORY & DEFINITION

As mentioned previously, our Town does not currently directly offer any recreation and/or culture programs. Instead, community groups and volunteers provide the programs to residents. If our Town were to become involved in the delivery of programs, it should be done to the extent of providing a “public good”. The community groups currently providing programs should be involved in the process of determining which ones and how.

Town administration has shown support to the groups that provide programs and events such as Canada Day and Jamboree Day. They have provided fireworks, hosted a luncheon for parade participants, and assisted in set up, take down and clean-up of the event.

8.3 ISSUES & OPPORTUNITIES

The survey and engagement burst opportunities revealed that the community believes the existing programs are good, and that there are minor areas for improvement (for example, there is a desire for more youth and family programs). It is imperative, should our Town decide to directly provide programs and events, they are complementary to those already offered in the area. It is detrimental to growth and sustainability when a community duplicates programs and services offered in larger centres based on the fact they are popular &/or have been asked for.

RECOMMENDATIONS:

- Continue to support the service agencies and groups that provide programs and events in Picture Butte. Look for new opportunities.
- Provide opportunity for unstructured and flexible programs and programmable spaces in Town facilities
 - Action – examine existing spaces to determine if any programs can be offered in them.
- Utilizing information from the 2015 and 2016 surveys, our Town shall work to fill any gaps in programs and events.
 - Action – examine outcomes of the survey and work with service groups to fill gaps and capitalize on opportunities.

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What information supports these recommendations and actions?

Table 8-1 Program Information Overview

	BENEFITS	TRENDS	POLICIES & PLANS	VISION & GOALS	COMMUNITY ANALYSIS	INPUT	VIABILITY
Programs							
Service agency and user group support	✓	✓	✓	✓		✓	✓
Flexible programs & spaces	✓	✓		✓		✓	✓
Program & event gaps	✓	✓	✓	✓	✓	✓	✓

- See Section 13 for potential funding and grant opportunities to support these recommendations and actions.



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KEFIB 750 ml

Nutrition Facts

9.0 CULTURE

9.1 CONTEXT

Every community has a 'culture'. Whether community culture is formally embraced through assets such as programs / facilities, or simply a part of unspoken norms, there is always a community culture or cultures. Cultural assets such as programs and facilities contribute to locally-based social, economic and environmental facets. The incorporation of cultural values, traditions, value systems and related factors, can contribute to a higher quality of life in Picture Butte.

9.2 INVENTORY & DEFINITION

In terms of a formal inventory of cultural resources, our Town is limited. However, culture is threaded throughout each place and interaction in Picture Butte.

9.3 ISSUES & OPPORTUNITIES

Formal parks, culture and recreation spaces and programs provide an opportunity for people to gather and interact in a public place. Thus, building cultural sensitivity and awareness into the community is critical to quality daily interactions between residents and visitors of Picture Butte. Our Town has a unique opportunity to formally recognize and construct cultural assets. As noted in the demographic analysis, our Town has an incredible array of cultures to be appropriately showcased through programs, events, and even public art.

RECOMMENDATIONS:

- Embrace and build cultural sensitivity and awareness into Picture Butte through education, recognition and display of the array of cultures that exist within our community. This can be accomplished formally through public displays and informally through the offering of accessible community spaces for all.

Action – create safe places where people can celebrate culture and seek out peers and locate them where they can serve multiple communities (this includes indoor and outdoor

RECOMMENDATIONS ...cont'd...

- Action – include public displays of local artwork and cultural projects in public places (murals, display of cultural symbols, and other forms of public art). Ensure that all groups have the opportunity to participate to build awareness and cultural sensitivity.
- Action – Program public spaces with educational and cultural events and performances that celebrate culture.

	BENEFITS	TRENDS	POLICIES & PLANS	VISION & GOALS	COMMUNITY ANALYSIS	INPUT	VIABILITY
Culture							
Embrace and build cultural sensitivity and awareness	✓	✓	✓	✓		✓	✓



10.0 PARKS & OUTDOOR RECREATION

10.1 CONTEXT

As outlined earlier in this PCRRMP, the benefits of parks, open space, trails, and outdoor sport facilities range from increased health and wellness of residents to tourism and related economic impacts. However, benefits are not reaped simply in terms of the quantity of these spaces, but the quality of them as well. As such, we have taken an inventory of existing spaces in our Town, asked what you think of them, had them assessed by professionals and have provided some feedback on what would improve these spaces.

Figure 10-1 Existing Outdoor Facilities



10.2 INVENTORY

The Municipal Development Plan from 2004 outlines the number of parks, open spaces and outdoor sport facilities that account for 3.2% of the total land.

Table 10-1: Outdoor Inventory

TYPE	AREA (Ha)	AREA (Acres)	% OF RECREATION	% OF TOTAL
Outdoor Recreation	3.5	8.6	33.7	1.2
Parks	3.4	8.4	32.7	1.2
Open Spaces	2.4	5.9	23.1	0.8
TOTAL	9.3	22.9	89.5	3.2

These outdoor facilities include:

- **Lions Aquatic Centre (Pool basin & deck)** – Town owned and operated.
- **Tennis Courts** – Located on Palliser School District Land but Town constructed them and continues to maintain them.
- **Lions Park** – Town owned and maintained.
- **Harry Watson Memorial Park** – Includes two baseball fields 3 & 4 – Town owned and maintained.
- **Campground** – Town owned and operated but located on Lethbridge Northern Irrigation District (LNID) land that our Town leases.
- **Walk On the Wildside (WOW) Trail** – Located on LNID land, but Town pays for the insurance.

It is important to note that while our Town only operates and maintains the above facilities, there are others that support the community by providing spaces for residents to play sports, recreate and socialize. The quantity and quality of these facilities need to be considered when planning for future development. For example, our Town does not own or operate the soccer fields located at the schools. However, they provide spaces and benefits to sport organizations such as the “Coulee Kickers”.

Just outside Town boundaries exists the Walk on the Wildside Trail that winds along the south and west shores of the Picture Butte Reservoir on land leased from the Lethbridge Northern Irrigation District (LNID). It was created to provide natural recreational, educational and interpretive experiences to the human residents and visitors of Picture Butte. The area surrounding the WOW trail also provides permanent, temporary and migratory homes for a variety of wildlife from muskrats, fish, ducks, and other wildlife.

Three phases of future plans exist to improve the trail and surrounding area for humans, wildlife and habitat. Phase I includes the planning of a shelterbelt and marking the trails. Phase II includes the creation of observation platforms and an interpretive centre. Phase III includes development of a trail along the east shore.

10.3 UTILIZATION & CAPACITY

Booking data was available for the Ball Diamonds and Outdoor Pool. Data collected included the number of hours booked for each facility as well as the user group.

Table 10-2: Utilization & Capacity Overview

Asset	Hours Operating	Hours Utilized	Total available People Hours*	People Hours Utilized*#	% OF TOTAL
Pool	968	-	116,160	8,912	7.67%
Parks	N/A	N/A	N/A	N/A	N/A

* Pool capacity = 120 persons

Rentals are assumed to be fully utilized for purposes of calculation

Booking data was not available for the Walk on the Wildside Trail, Tennis Courts, Campground, Lions Park, Volleyball Court, and Camp Kitchen.

Between the Ball Diamonds and the Outdoor Pool, there were 1,156 hours booked for 2015. Most of these hours (948) were a result of bookings from the Outdoor Pool. The pool was 7.67% utilized based on the summer schedule and pool capacity, while the ball diamonds averaged only 3.3% utilization. The ball diamonds are stated as being open for 13 hours/day.

The key issues and opportunities revealed by the utilization and capacity analysis include:

- Low overall utilization rates
- Some Specific times with especially low attendance:
 - Monday Evening Lane Swim
 - Friday Evening Teen Swim
 - Monday-Friday Morning Lane Swim
- Need to increase utilization, either through enhanced use or decline in operating hours

10.4 FINANCIAL ANALYSIS

A review of the financial situation of the outdoor facilities provides the following information.

Table 10-3: Aquatic Centre Revenues, Expenses and Deficit

Pool	2013	2014	2015
Operating Revenue	\$29,312	\$21,611	\$35,122
Per hour of operation	\$30.28	\$22.33	\$36.28
Per equivalent hours of full utilization	\$394.68	\$290.99	\$472.92
Per person hour utilized	\$3.29	\$2.42	\$3.94
Operating Expenses	\$108,219	\$89,947	\$94,084
Per hour of operation	\$111.80	\$92.92	\$97.19
Per equivalent hours of full utilization	\$1,457.17	\$1,211.14	\$1,266.84
Per person hour utilized	\$12.14	\$10.09	\$10.56
Operating Deficit	\$78,907	\$68,336	\$58,962
Deficit per hour of operation	\$81.52	\$70.60	\$60.91
Deficit per utilized hour of operation	\$1,062	\$920	\$793.9
Deficit per utilized person hour	\$8.85	\$7.67	\$6.62

- Note: the numbers above do not include depreciation or capital replacement costs.

Key issues and opportunities from the financial analysis indicate:

- Operating Expenses exceed Operating Revenue by a factor between 2.68 – 4.16 over the three-year period.
- Pool staff wages (non-maintenance) are a variable cost based on time pool is open (approximately \$50 per hour open over the three-year period). Swim times with low utilization could be cut to save wage costs at start or end of current operating hours,
- Admission increases to partially offset deficit.
- Parks were the largest contributor to the deficit on an operating level during 2015. Limited revenue generation opportunities are available. Primary opportunities would centre on obtaining additional grants.

10.5 CONDITIONS ASSESSMENT

The following table demonstrates the conditions of the outdoor spaces in our Town.

Table 10-4 Outdoor Facility Conditions

FACILITY NAME	CLASSIFICATION	CONSTRAINTS	NOTES
LIONS AQUATIC CENTRE (pool basin and deck only)	N/A	Site's South Boundary is adjacent to laneway and adjacent property	Pool basin and deck appeared to be aged, deteriorated and have significant amount of deficiencies such as a cracked pool deck. Based on age and observed conditions, the pool facility is considered to be in poor condition overall.
TENNIS COURTS	B	Locked (key is available at Gas King)	Very good condition
LIONS PARK	B	North parking seems disconnected from Park	Site in very good condition
HARRY WATSON MEMORIAL PARK	B	Picnic shelter floor cracking Off street parking is limited	Bathroom facilities in good condition Post and fence in very good condition
NORTH BALL DIAMOND	B	Trees and shrubs are sparse	Fences in very good condition on both
SOUTH BALL DIAMOND	B		Shale diamond surfacing in good condition on both Grass in good condition on north diamond Ample parking and bleachers in good condition on south diamond and
CAMPGROUND	B		Site furniture in good condition
WOW TRAIL	B	Walking Trail not well defined	Signage is limited

The outdoor spaces in Picture Butte all classify as "B" rated spaces. The following table provides an overview of the considerations for classifying outdoor facilities. These components include the level of play, design, player amenities, comfort & convenience amenities, servicing, inclement weather availability, and maintenance investments for Class B facilities. See Appendix D for an overview of AA, A, B, and C Outdoor Space Classifications.

Overall, the outdoor facilities were in good condition but would benefit from some upgrades such as the inclusion of signage and upgrade of facility furniture.

10.6 INDUSTRY STANDARD

The National Recreation and Parks Association (United States) provides Park types and acreage standards. For this Master Plan, we have identified these standards and converted them to Canadian measurements to allow for easier comparison of the standards to the reality within our community with respect to parks and open space provision.

Table 10-5: NRPA Parkland Classification and Standards

TYPE	SERVICE AREA	DESIRABLE SIZE	HECTARES / 1,000 RESIDENTS	DESIRABLE SITE CHARACTERISTICS AND FACILITIES
Neighbourhood Parks	0.4km – 0.8km	2 – 6 Hectares	.4 - .8 Hectares	Serves the surrounding neighbourhoods with open space and facilities such as basketball courts, children’s play equipment and picnic tables.
Community Parks	1.6km – 3.2 km	10+ Hectares	2 – 3.2 Hectares	May include areas suited for intense recreation facilities such as athletic complexes and large swimming pools. Easily accessible to nearby neighbourhoods and other neighbourhoods.
Regional Parks	Several Communities	81+ Hectares	2 – 4 Hectares	Contiguous with or encompassing natural resources.
Special Use Areas	No applicable Standards	Variable, depending on use	Variable	Area for specialized or single purpose recreation activities such as campgrounds, golf courses, etc...

In addition, we examined the Ontario Ministry of Recreation and Culture’s Outdoor Facility Standards to give context about what population requirements are generally undertaken to support outdoor recreation infrastructure.

Table 10-6: Outdoor Facility Development Standards

FACILITY	LOCATION PREFERENCE	POPULATION SUPPORT
Spray Pads or Wading Pool	Paved surface with good drainage, in a neighbourhood park and combined with a playground.	One location per 5,000 residents
Outdoor Pool	Built when indoor-outdoor type is too costly, deck size is twice the water surface, may be built as part of a multi-purpose unit in a community; planning in conjunction with training or teaching pools.	One location per 20,000 residents
Trails	Walkway, finger or ribbon park, developed according to interest and available areas; often used to link all publically-owned space.	One system per region
Nature Centre / Outdoor Education Centre	Part of a conservation area or teaching institution. A residential facility in a natural setting within bussing distance for children.	One per region
Tennis Court	Should be lighted and developed in conjunction with elementary and secondary schools; at least three courts per location.	One location per 5,000 residents
Ball Diamonds	Located close to schools.	One location per 5,000 residents
Campground	Usually an over-night camping facility for tourists travelling in trailers or campers; an effective service when publicly owned and advertised internationally.	One per region

The following recommendations and actions are a result of an analysis that references the above-noted Industry Standards and measured them in collaboration with demographic information, inventory, conditions, utilization and capacity, the finances of each facility.

10.7 ISSUES & OPPORTUNITIES

With the information contained in the inventory, utilization & capacity, financial analysis, high-level conditions assessments, and industry standards, we make the following recommendations for parks, open space and outdoor recreation facilities in our Town.

Multi-Use Trail²⁴

A path physically separated from motor vehicle traffic by an open space or barrier and either within a public right of way or easement, which accommodates two-way non-motorized travelers including pedestrians, bicyclists, joggers and skaters.



RECOMMENDATIONS:

- Include a plaza and/or open space within the Community Hub with south orientation and access to the existing/new aquatic facility.
- Upgrade and maintain the Walk on the Wildside (WOW) Trails.
 - Action – Develop a formal maintenance agreement with Walk on the Wildside (WOW) Society to allow year-round use of this cost-effective and unique outdoor facility.
 - Action – Improve signage along the WOW trail that includes directions, rules and regulations.
 - Action – Upgrade trails to include harder surfaces (crusher dust not necessarily paved, still want to maintain the “wild”).
- Develop a network of multi-use trails around and within our Town.
 - Action – examine land acquisition and feasibility of linking our community with multi-purpose trails along streets and vacant land (such as: CPR lands) to increase connectivity between employment areas, homes, parks, recreation (WOW Trails), and culture opportunities.
- Based upon our high level assessment (construction year, and observed quality & conditions at the time of our site visit) the Lions Aquatic Centre be replaced with an appropriate Aquatic facility.
 - Action – to determine the appropriate type and size of facility for our Town, a Feasibility Analysis & Community Study is recommended as the next step.
- Increase the quantity of parks in the south-west portion of Town and quality of parks throughout our Town.
 - Action – examine an opportunity to purchase land for additional human and/or dog park(s) in the south area of Town.
 - Action – upgrade existing park spaces within Town using community “human-power” and fundraising efforts.

What information within this Master Plan supports these recommendations?

Table 10-7 Parks, Open Space and Outdoor Recreation Facilities Recommendation Overview

	BENEFITS	TRENDS	POLICIES & PLANS	VISION & GOALS	COMMUNITY ANALYSIS	INPUT	VIABILITY
Parks, Open Space & Outdoor Recreation Facilities							
Include a plaza/open space in the 'Community Hub'	✓	✓	✓	✓		✓	✓
Upgrade and maintain the WOW Trails	✓	✓	✓		✓	✓	✓
Replace the Existing Aquatic Centre	✓	✓	✓			✓	
Increase number and quality of park spaces	✓	✓	✓	✓	✓	✓	✓
Increase quantity and quality of multi-use trails within and around our community	✓	✓	✓	✓	✓	✓	✓

- See Section 13 for potential funding and grant opportunities to support these recommendations and actions.



11.0 INDOOR RECREATION

11.1 CONTEXT

In order to provide accessibility to all, a variety of facilities need to be provided in each community. Indoor recreation opportunities provide a different type of venue that could be used 12 months of the year. In our Town, indoor recreation facilities occupy 0.4% of total Town land.

Table 11-1 Indoor Recreation Land Use Overview

TYPE	AREA (Ha)	AREA (Acres)	% OF RECREATION	% OF TOTAL
Indoor Recreation	2.7	1.1	10.5	0.4
TOTAL	2.7	1.1	10.5	0.4

Figure 11-1 Existing Indoor Facilities



11.2 INVENTORY

The inventory of indoor recreation facilities includes the following facilities:

- North County Recreation Complex (arena and curling rink);
- Community Centre; and,
- Lions Aquatic Centre (pool mechanical building).

11.3 UTILIZATION & CAPACITY

Booking data was available for the Ice Arena and Curling Rink.

Between the Curling Rink and the Ice Arena, there were 1,823 hours booked for 2015. The Ice Arena is utilized quite well at 44.5%, based on long daily operating hours (open 17 hours/day). The Curling Rink is 19.9% utilized based on 12 hour operating days.

Table 11-2 Asset Utilization & Capacity

ASSET	HOURS OPERATING	HOURS UTILIZED	% OF TOTAL
Hockey Arena	3,094	1377.5	44.5%
Curling Arena*	2,232	445	19.9%
Community Centre	N/A	N/A	N/A

* All bookings are assumed to utilize all 4 curling sheets.

Booking data was not available for the Community Centre and Library.

Overall:

- the curling rink is significantly underutilized; and,
- the hockey arena is underutilized but to a lesser extent.

11.4 FINANCIAL ANALYSIS

Financial information between 2013 and 2015 was analyzed for the indoor facilities. The following tables represent the financial situation for the arena, curling rink and community centre.

Table 11-3: Operational Revenues, Expenses and Deficits for Arena

Hockey Arena	2013	2014	2015
Operating Revenues	\$93,046	\$121,428	\$123,667
Per hour of operation	\$30.07	\$39.25	\$39.97
Per hour utilized	\$67.55	\$88.15	\$89.78
Operating Expenses	\$191,492	\$173,560	\$160,148
Per hour of operation	\$61.89	\$56.10	\$51.76
Per hour utilized	\$139.01	\$126.00	\$116.26
Operating Deficit	\$98,446	\$52,132	\$36,482
Deficit per hour of operation	\$31.82	\$16.85	\$11.79
Deficit per utilized hour	\$71.47	\$37.85	\$26.48

- Note: the numbers above do not include depreciation or capital replacement costs.

Table 11-4: Operational Revenues, Expenses and Deficits for Curling Rink

Curling Rink	2013	2014	2015
Operating Revenues	\$20,000	\$20,000	\$20,000
Per hour of operation	\$8.96	\$8.96	\$8.96
Per hour utilized	\$44.94	\$44.94	\$44.94
Operating Expenses	\$85,321	\$70,106	\$62,251
Per hour of operation	\$38.23	\$31.41	\$27.89
Per hour utilized	\$191.73	\$157.54	\$139.89
Operating Deficit	\$65,321	\$50,106	\$42,251
Total - Deficit per hour of operation	\$29.27	\$22.45	\$18.93
Utilized - Deficit per hour of operation	\$146.79	\$112.60	\$94.95

- Note: the numbers above do not include depreciation or capital replacement costs.

Table 11-5: Operating Revenues, Expenses and Deficit for Community Centre

Community Centre	2013	2014	2015
Operating Revenues	\$16,943	\$13,508	\$14,985
Operating Expenses	\$31,184	\$44,287	\$26,989
Deficit	\$14,241	\$30,780	\$12,004

- Note: the numbers above do not include depreciation or capital replacement costs.

The following conclusions have been made regarding the status of the indoor facilities in our Town:

- Hockey arena performs relatively well. A \$12 increase in the hourly rental quote would allow Picture Butte to breakeven under current expense assumptions and utilization.
- Expenses for both the hockey and curling rinks are largely fixed in nature and reducing opening hours is unlikely to result in significant savings.
- Curling arena is a significant source of the overall deficit. Ratio of Operating Expenses to Operating Revenues ranges between 3.1 to 4.3 over the three-year period. Potential mitigating actions possible:
 - Raise fees to offset part of rink deficit
 - Increase bookings
- The Community Centre is a minor portion of the overall deficit, requiring limited corrective action.



11.5 CONDITIONS ASSESSMENTS

The focus of the assessments was to look at the existing state of each facility, determine its life cycle and provide recommendations for investment over the next ten years.

Table 11-6: Conditions Assessments

Facility	Construction Year	Age	Expected Useful Life	Remaining Useful Life	Replacement Year	Asset Replacement Value (2015 dollars)	Asset Quality	Asset Condition	Notes
North County Rec Centre									
Arena	1981	34	40	6	2021	\$6,734,825	Average	Fair	<ul style="list-style-type: none"> ▪ Concession, lobby, office and washrooms were observed to be in fair condition. ▪ Locker rooms in poor condition overall.
Curling Rink	1981	34	40	6	2021	\$3,058,362	Low Cost	Fair	<ul style="list-style-type: none"> ▪ Although an aged building, it was observed to be in fair condition.
Lions Aquatic Centre									
Building	1967	48	20	-28	1987	\$1,342,605	Low Cost	Poor	<ul style="list-style-type: none"> ▪ There are significant deficiencies within the building envelope that require attention (roof, windows, electrical) ▪ In poor condition overall based on age and

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Facility	Construction Year	Age	Expected Useful Life	Remaining Useful Life	Replacement Year	Asset Replacement Value (2015 dollars)	Asset Quality	Asset Condition	Notes
									observed conditions .
Community Centre									
	1992	24	40	16	2031	\$989,540	Good	Good	<ul style="list-style-type: none"> Overall, the building appeared to be in fair to good condition at the time of the site visit.

Note: In-depth building reports and notes will be provided under separate cover.

11.6 INDUSTRY STANDARD

There are industry standards that can apply to indoor recreation facilities such as arenas, curling rinks, and community centres. For the purpose of this Master Plan (as it was mentioned a lot throughout the engagement process), we have also included an indoor aquatic facility. These standards have been developed through research, special studies and reports. ²³

Table 11-7 Indoor Facility Industry Standards

FACILITY	LOCATION PREFERENCE	POPULATION SUPPORT
Community Centre	Multi-purpose building; may be part of a school complex or included with an indoor pool or arena	One location per 25,000 residents
Indoor Pool	Provides a year-round program; located in a community centre or school; usually one or two walls open up to an outdoor patio; should accommodate 3% of the population at one time; minimum capacity of 200 people per pool using 27 square feet per swimmer; should be built, wherever possible, in place of outdoor pools.	One location per 20,000 residents
Curling Rink	Usually operated by a private club; public ownership limited to pay as you play; program can be accommodated in an arena.	12 sheets per 25,000 residents
Arena (artificial indoor ice)	One in each community; should have spectator seating; the rest should be for recreational purposes with limited seating.	One location per 20,000 residents

11.7 ISSUES & OPPORTUNITIES

With the information from the inventory, utilization and capacity, financial analysis, high-level conditions assessments, and industry standards, we make the following recommendations for indoor facilities in our Town.

RECOMMENDATIONS:

- Include facilities such as the arena, curling rink and community centre as the indoor components for the recommended 'Community Hub'.
 - Action – examine site layout to accommodate all potential components of the 'Community Hub' (orientation, size and location of buildings in relation to outdoor spaces and parking).
 - Action – acquire land between the community centre, arena, aquatic centre and curling rink to allow for accessible and convenient parking.
 - Action – adding an entrance to the back of the community centre would allow accessible parking stalls to be provided for users of the facility.
- Increase efficiency of operations of the existing arena and curling rink:
 - Action – reduce operational deficit of the arena by increasing rental fees by \$12 an hour.
 - Action – increase rental fees at the curling rink to mitigate operating expense shortfall.
 - Action – examine opportunities for year-round use of the arena and/or curling rink such as: ball hockey, basketball, inline skating, etc.
- Based on our high level assessment, construction year, observed quality and condition (at the time of the site visit), it is recommended that the arena and curling rink be replaced in 2021.

What information within this Master Plan supports these recommendations?

Table 11-8 Indoor Facilities Recommendation Overview

	BENEFITS	TRENDS	POLICIES & PLANS	VISION & GOALS	COMMUNITY ANALYSIS	INPUT	VIABILITY
Indoor Facilities							
Community Hub Layout	✓	✓	✓	✓	✓	✓	✓
Increase operational efficiency of the arena and curling rink	✓		✓	✓		✓	✓
Replace the Arena and Curling Rink in 2021	✓	✓		✓	✓		✓

- See Section 13 for potential funding and grant opportunities to support these recommendations and actions.





12.0 PARKS, CULTURE & RECREATION TOURISM

12.1 CONTEXT

Research shows that communities can benefit socially, economically and environmentally through sound tourism development. Picture Butte has an opportunity to capitalize on tourism opportunities through both private and public attractions. For example, our Town is part of the SouthGrow Regional Initiative and references Coyote Flats as a destination. The economic benefits from tourism include drawing people to the community, the generation of overnight stays, patronage to restaurants, retail stores, gas stations, and provide opportunities for local employment in nature-based recreation.

12.2 ISSUES & OPPORTUNITIES

Our Town has an opportunity to draw visitors from far and wide simply because of its central location between the Rocky Mountains, badlands, Waterton Lakes National Park, and a variety of other tourism destinations. That said, in order to draw in tourists, our Town needs to embrace and build upon opportunities that already exist.

RECOMMENDATIONS:

- Build upon existing tourism opportunities through the:
 - Upgrade and maintain Town facilities;
 - Partner with existing tourist attractions; and,
 - Communicate and promote existing tourism destinations.
- Undertake a *Tourism Development Master Plan* that emphasizes the importance of building upon existing opportunities in the Region.

What information supports these recommendations?

Table 12-1 Parks, Culture, and Recreation Tourism Information Overview

	BENEFITS	TRENDS	POLICIES & PLANS	VISION & GOALS	COMMUNITY ANALYSIS	INPUT	VIABILITY
Parks, Culture & Recreation Tourism Opportunities							
Build upon existing tourism opportunities	✓	✓	✓	✓		✓	✓
Tourism Development Master Plan	✓	✓	✓	✓		✓	

- See Section 13 for potential funding and grant opportunities to support these recommendations and actions.





MADE IN PAKISTAN
MOISTEN HOLE 0.6 - 0.8 bar
RECOMMENDED PRESSURE 8.5 - 11.5 psi

5

13.0 CAPITAL IMPROVEMENT PLAN

The purpose of the Capital Improvement Plan (CIP) as a component of this Master plan is to provide fiscal management information to appropriately coordinate the recommendations' timing, associated cost estimates, and local considerations over a ten year period. This CIP is working document and should be reviewed and updated annually to reflect changing priorities, needs and economic situations.^{xxiv}

Short-Term:

- One to two years
- Quicker to implement.
- Require fewer direct capital investments than the Medium and Long-Term recommendations.
- Based on relationship building and collaboration.

Medium-Term:

- Three to six years
- Will take some time to develop and are predicated on the relationships built within the Short-Term Phase.

Long-Term:

- Six to ten years
- Capital investments require time and preparation to obtain appropriate funding, land and/or human resources to ensure sustainability of the investment.

When all three phases are indicated, this translates to something that requires focus throughout the duration of this Master Plan.

RECOMMENDATION	TIMING			COST ESTIMATE (2015 \$)
	Short-term	Medium-term	Long-term	
<i>Benchmarking</i>				
Develop a collaborative relationship between Picture Butte and Lethbridge County	✓	✓	✓	Existing Human Resources
Support and recognize volunteers	✓			Existing Human Resources
<i>Town Service Delivery Framework</i>				
Educate residents	✓			Existing Human Resources

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RECOMMENDATION	TIMING			COST
Support parks, culture and recreation through policy and financial investment		✓		Existing Human Resources
Increase communication with residents	✓			Existing Human Resources
Accessibility for all		✓		Per project basis
Develop a cost-sharing agreement		✓		Existing Human Resources
Develop a Community Hub	✓	✓	✓	Per project basis
Programs & Events				
Continue to support existing and new user groups and service providers	✓			Existing Human Resources
Flexible programs & spaces		✓		Per project basis
Fill program & event gaps	✓			Existing Human Resources
Culture				
Embrace and build cultural sensitivity and awareness	✓			Existing Human Resources
Parks, Open Space & Outdoor Recreation				
Include a plaza and/or open space in the Community Hub			✓	TBD @ concept plan stage
Upgrade and maintain WOW Trails	✓			Construction costs per linear meter. New limestone pathway: 1.0 m wide = \$60/lm; 1.5 m wide = \$90/lm
Develop network of multi-use trails within and around Town			✓	Construction costs per linear meter. New limestone pathway: 1.0 m wide = \$60/lm; 1.5 m

RECOMMENDATION	TIMING			COST
Replace Aquatic Centre				wide = \$90/lm \$1,342,605.00 (including change rooms & basement) + \$538,000.00 (for basin & deck) \$1,880,605.02
Increase quality and quantity of parks and open spaces				TBD @ site design stage
Indoor Recreation				
Community Hub				TBD @ concept plan stage
Increase operational efficiency of the arena and curling rink				Cost/change management plan
Replace arena and curling rink				Arena: \$7,900,000 Curling: \$3,400,000
Parks, Culture & Recreation Tourism				
Build upon existing tourism opportunities				Existing human resources
Develop a Tourism Development Master Plan for the Region				\$70,000

This CIP has been designed to provide an overview of the recommendations in each section for our Town. CIPs include the following categories:

- major equipment purchase;
- land acquisition;
- construction, expansion or major renovation; and,
- planning, engineering, design, appraisals or feasibility costs.

Again, it is important that this plan be evaluated and revised annually.

Figure 13-1 Recommended Parks, Culture and Recreation Facilities

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13.1 FUNDING

There are many opportunities for our Town to access funding through grants offered at the provincial and national levels to financially cover the recommendations and actions listed above. All grants have a set of criteria the applicant must meet, however these criteria are generally similar and we may be eligible either directly or through partnerships with service organizations. Some of the grants available require the applicant to be substantially invested in the project, such as a 50% cash investment followed by a 50% matching grant. While this requires substantial overhead cost, proper planning for capital projects can make this process easier and the end result is a 50% savings on a community initiative.

Table 13-1 Grant Opportunities Available in Alberta

SPONSOR	GRANT NAME	PURPOSE	AMOUNT	ADDITIONAL DETAILS
Alberta Recreation & Parks Association Provincial	Participation Teen Challenge	Teens breaking down barriers that prevent teens from getting active.	Up to \$500	
Government of Alberta Provincial	Community Facility Enhancement Programs	Provides financial assistance for the expansion and upgrading of Alberta's extensive network of community-use facilities.	Provides matching grants to Indian Bands, Metis Settlements, and registered community non-profit groups to build, purchase, repair, renovate, or otherwise improve related family and community wellness facilities.	
Government of Alberta Provincial	Community Initiatives Program	Supports project-based initiatives in areas such as community services, seniors' services, libraries, arts and culture, sports, education, and health and recreation.	Maximum grant is \$75,000 per project.	CIP funding is approved on a matching grant basis. The matching requirement may be met in the form of any contribution of money, volunteer labour, services, or donated materials or equipment for the project.
Government of Alberta Provincial	Agricultural Initiatives Program	Funds activities that encourage improvements in agriculture, the quality of life in agricultural communities, and rural development.	\$75,000 in grants for capital projects over any consecutive two year period.	Approval is based on matching only. Minimum 50% cash plus any combination of labour, equipment, or materials.
Alberta Sport Connection Provincial	Event Support Program	The program provides financial support to communities and	Ranges from \$5,000 to \$25,000 depending on the event to be	

SPONSOR	GRANT NAME	PURPOSE	AMOUNT	ADDITIONAL DETAILS
		associations to assist them in hosting major sport events, and as a result, promotes economic growth throughout the province.	hosted.	
Farm Credit Canada National	FCC AgriSpirit Fund	The AgriSpirit Fund supports the enhancement of rural communities with a population of less than 150,000.	If your organization is raising money for a capital project (hospitals, medical centres, childcare facilities) and your city or town has less than 150,000 people, it may qualify for a donation between \$5,000 and \$25,000.	
Evergreen National	Toyota Evergreen Learning Grounds School Ground Greening Grants	Helps schools create outdoor classrooms to provide students with a healthy place to play, learn and develop a genuine respect for nature.	Up to \$3,500 for public schools and daycares located on school Board/District property.	

All of the above grants fall within recommendations in the masterplan. Each grant is provided below along with the applicable recommendation it relates to.

Section 6: Town Service Delivery Framework

Recommendation: Aid in reducing barriers for youth.

Grant: Utilize the Albert Recreation & Parks Association ‘Participation Teen Challenge’ to gain up to \$500 in funding.

Recommendation: Relationship building with community service organizations to build and / or renovate community wellness facilities.

Grant: Utilize the Government of Alberta’s ‘Community Facility Enhancement Programs’ to gain matching grants (amount is dependent).

Grant: Utilize the Government of Alberta's 'Community Initiatives Program' to gain up to \$75,000 per project in funding.

Section 12: Tourism

Recommendation: Partner with existing tourist attractions.

Recommendation: Examine new opportunities agriculture-related.

Grant: Utilize the Government of Alberta's 'Agricultural Initiatives Program' to gain up to \$75,000 in funding.

Recommendation: Continue to support the service agencies and groups that provide programs and events in our Town.

Grant: Utilize the Alberta Sport Connection 'Event Support Program' to gain between \$5,000 to \$25,000 in funding for hosting an event.

Section 8: Programs & Events

Recommendation: Continue to support the service agencies and groups that provide programs and events in our Town.

Grant: Utilize the Alberta Sport Connection 'Event Support Program' to gain between \$5,000 to \$25,000 in funding for hosting an event.

Sections 8, 9, 10, & 11

Recommendation: Support the development of new indoor and outdoor community facilities that support recreation and culture programs in our Town.

Grant: Utilize the Farm Credit Canada 'AgriSpirit Fund' to gain between \$5,000 and \$25,000 in funding.

Sections 6, 8, 9, 10, 11 & 12

Recommendation: Any development that involves school parks. It is recommended that our Town partner with the Palliser Regional Schools to provide an outdoor classroom that can be used by the entire community during non-school hours.

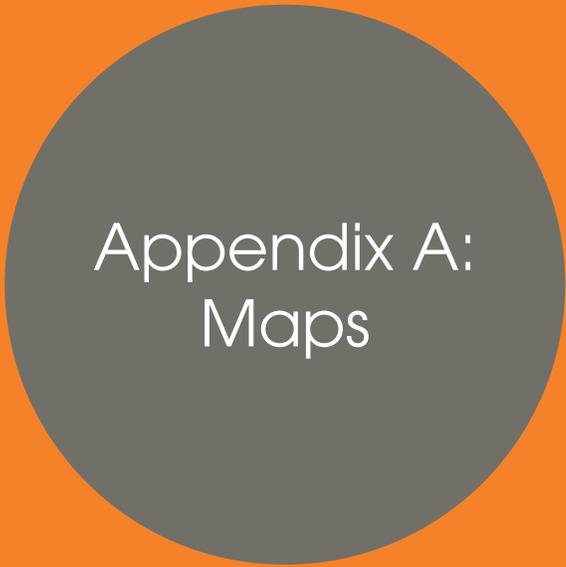
Grant: Utilize the Evergreen 'Toyota Evergreen Learning Grounds School Ground Greening Grant' to gain up to \$3,500 in funding.

Other opportunities, other than grants, to cover capital and operating expenses include:

- Sponsorships & advertising – private (i.e., naming rights for the entire facility, naming rights for specific parts of the facility, advertising for events and/or programs, and advertising within the facility).

- Community fundraising – through community members, user groups, and service providers.
- Cost-sharing agreements – with surrounding County.
- Lease opportunities – longer-term leases for commercial ventures within the facilities (i.e., concessions).
- Rental opportunities – short-term rental of spaces (i.e., user groups and service providers).
- Tax base – both Town and surrounding County.

It is imperative that every recommendation be examined within the realistic funding sources listed above. New and innovative solutions to revenue generation should also be explored.



Appendix A: Maps



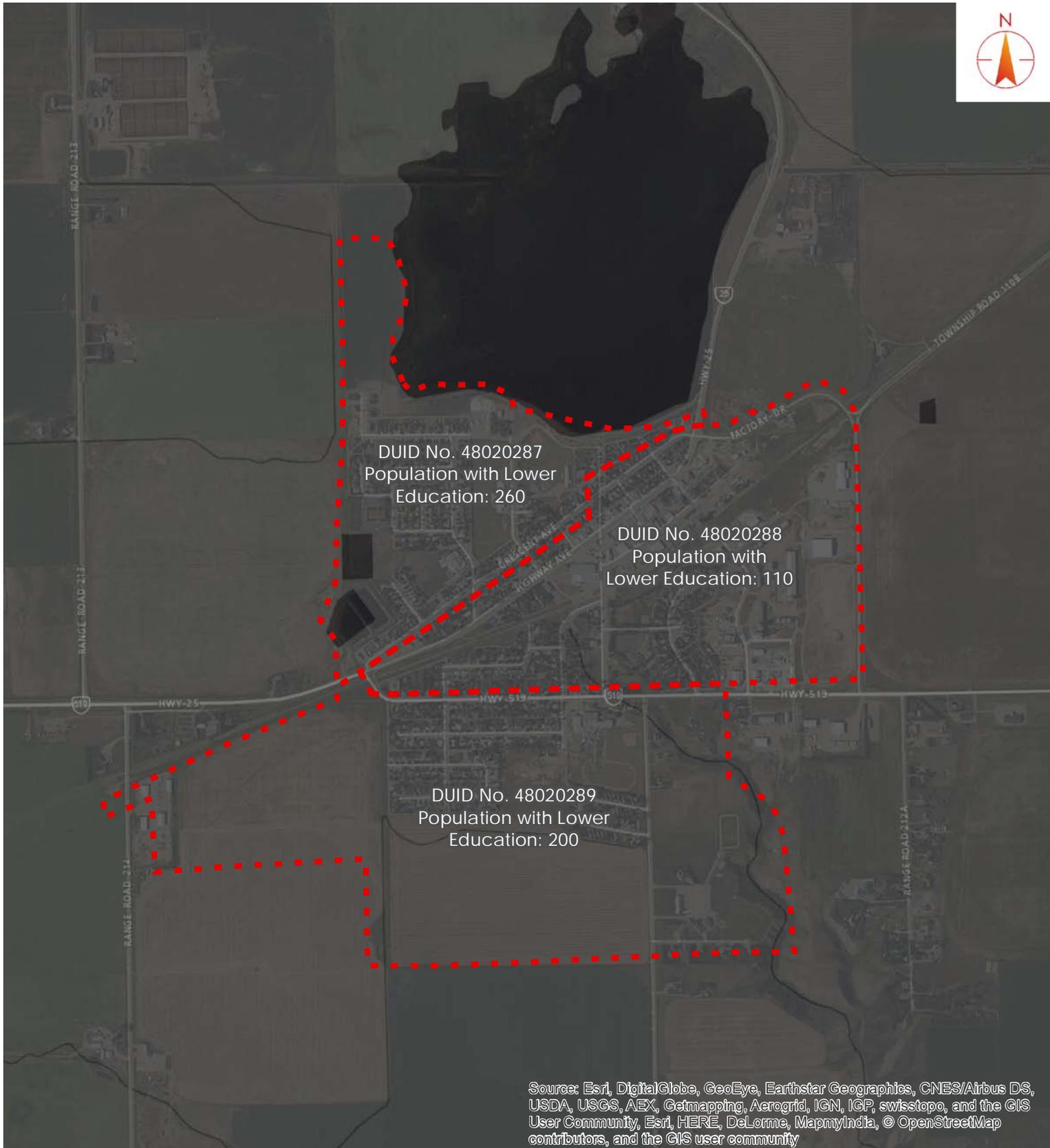
Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community, Esri, HERE, DeLorme, MapmyIndia, © OpenStreetMap contributors, and the GIS user community

Legend

 Dissemination Areas

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FEBRUARY 2016



Legend

 Dissemination Areas

0 250 500 metres
1:16,260 (at original document size of 8.5x11)

FEBRUARY 2016



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community, Esri, HERE, DeLorme, MapmyIndia, © OpenStreetMap contributors, and the GIS user community

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FEBRUARY 2016



Legend

 Dissemination Areas

0 250 500 metres
1:16,260 (at original document size of 8.5x11)

FEBRUARY 2016

ID	Facility Name
1	Harry Watson Memorial Park
2	Dorothy Dagliesh North Soccer Field
3	Dorothy Dagliesh South Soccer Field
4	Dorothy Dagliesh Playground
5	Walk on the Wild Side Trail
6	St. Catherine's Soccer Field
7	St. Catherine's Playground
8	Picture Butte Campground
9/10	North County Recreation Centre - Arena and Curling Rink
11	Lions Aquatic Centre
12	Picture Butte Community Centre
13	Lions Playground
14	Beach Volleyball Court
15	Lions Park
16	Tennis Courts
17	Picture Butte High School Ball Diamond
18	Picture Butte High School Track



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Appendix B: Engagement

TOWN OF PICTURE BUTTE PARKS, CULTURE, RECREATION REGIONAL MASTER PLAN ENGAGEMENT INPUT SUMMARY

Process Content	Town of Picture Butte Council & Administration November 24, 2015	Town & County Stakeholder Meeting November 24, 2015	Town of Picture Butte Public Open House November 25, 2015	Lethbridge County Council & Administration December 10, 2015
VISION	(C) "The welcoming and engaged community that promotes cultural, sustainable, quality recreational experiences which meets the needs of our residents."	(A) "Picture Butte - the welcoming and engaged community that sustains quality cultural and recreational experiences which meets the needs of our residents and surrounding area."	Not Applicable	(A) "Picture Butte - the welcoming and engaged community that sustains quality parks , cultural and recreational experiences which meets the needs of our residents and surrounding area." (Need to address demographics and appreciation of surrounding area)
VALUES - asked what you want people to FEEL, KNOW and DO in Picture Butte	Fun, return visitors, informed, community pride, engaged, fulfillment, welcome, safe, multiple quality opportunities, sustainable, affordable, available, cultural opportunities, embrace history	Families valued, connected, engaged, community spirit, culturally accepted, resources, vibrant, diverse opportunities and amenities, history, volunteers, involved, "front porch community"	inclusive, motivated, determined, community spirit injection, municipal support, collaboration, transparency, informed, supportive, responsible, support fundraising	(A) connected, engaged, welcoming, community spirit/pride, diverse quality opportunities, embrace local history, sustainable/affordable, informed, family valued, safe, fun, cultural acceptance, regional
GOALS	Promote Culture Sustainability Resident Engagement Quality multi-purpose year-round facilities	Promote Culture Sustainability Resident Engagement Quality multi-purpose year-round facilities Promote Health & well-being		Promote Culture Sustainability Resident Engagement Quality multi-purpose year-round facilities (NOT FEASIBLE) Promote Health & well-being

**TOWN OF PICTURE BUTTE PARKS, CULTURE, RECREATION REGIONAL MASTER PLAN
ENGAGEMENT INPUT SUMMARY**

Process Content	Town of Picture Butte Council & Administration November 24, 2015	Town & County Stakeholder Meeting November 24, 2015	Town of Picture Butte Public Open House November 25, 2015	Lethbridge County Council & Administration December 10, 2015
CHALLENGES	Funding, resident expectations, underutilized facilities, proximity to Lethbridge, no current partnerships, limited resources (staff and money)	How to get the word out, facilities, inter-agency communication, funding, manpower	Costs, communication, inclusion, maintenance of facilities, supporting facilities without burdening taxpayers, getting citizens/users involved, organizing and planning community events, i.e. Jam Days	Expectations that facilities are free, keep small community feeling (determine what promotes that), engage all citizens, new Lethbridge facilities, financial support, keep existing facilities running, changing demographics, perceived lack of value for local facilities
OPPORTUNITIES	Citizen involvement, recreational use for the lake, regional facility, buy in by residents for the master plan, cost sharing agreement	Under utilized facilities, large families, diverse cultures	Social media, diverse cultures and skillsets, many existing structures, more joint events/activities with the museum, more access to ideas, support for fundraising through internet, programs for community garden including youth & elderly, have current rec facilities that could easily and affordably be upgraded/ restored	Recreation boards and structure, resident engagement to "customize" revitalize existing facilities (maintenance), recreation programs - determine resident needs

TOWN OF PICTURE BUTTE PARKS, CULTURE, RECREATION REGIONAL MASTER PLAN ENGAGEMENT INPUT SUMMARY

Process Content	Town of Picture Butte Council & Administration November 24, 2015	Town & County Stakeholder Meeting November 24, 2015	Town of Picture Butte Public Open House November 25, 2015	Lethbridge County Council & Administration December 10, 2015
GAPS	County funding, segregated community, advertising and promotions	Loss of specialty services, alignment toward the vision, silos, lack of growth (revenue), communications, losing seniors	Communication, few winter activities outside of hockey, no other indoor sports despite having many gyms, language barriers, collaboration between Town & County so more participants/less cost, more cooperation with school boards to use their facilities for community use, lack of summer rec programs for kids of all ages	Need for qualified staff for operations (good community fit), too many facilities for the population, funding, under utilized existing facilities, PB is too narrow a focus, toboggan hill
STRENGTHS	Strength of "community", growth, facilities, separated by Lethbridge by the Oldman River, hub for the area, volunteers, schools	Lake and natural area, climate, business support, diverse interests and activities, facilities, enthusiasm, spirit	Well to do community that are generous patrons, a large youth population, many facilities waiting to be used efficiently, PB is a town that can and will come together to support a worthywhile project, have facilities now that can be built on and/or expanded rather than replacing with elaborate new facilities (i.e. swimming pool - upgrade and then add small pool for toddlers and small spray park	Multi-cultural community, community centre, community support, willingness to make progress, regional diversity

TOWN OF PICTURE BUTTE PARKS, CULTURE, RECREATION REGIONAL MASTER PLAN ENGAGEMENT INPUT SUMMARY

Process Content	Town of Picture Butte Council & Administration November 24, 2015	Town & County Stakeholder Meeting November 24, 2015	Town of Picture Butte Public Open House November 25, 2015	Lethbridge County Council & Administration December 10, 2015
DREAMS - if money was no object, what would you want to have in the Town	Pool enhancement, larger library, partner with schools, skate park, multi-purpose facility, upgrades, multi-use pathway, spray park, easy access to community information, playgrounds, new park, performing arts theatre, upgrades to community centre, gathering area	Electronic advertising sign, automated foreign language for town information, beautify downtown, multi-use pathways, gathering facility, skate park, indoor pool, spray park, community hub, new library, alternate truck route, subsidy for downtown upgrades, dirt bike park	Multi-use indoor activity facility, enforced playground zones and crosswalks, adult playground, dog park, use walking paths as links between recreation facilities, indoor pool, courses - fitness, language, music, gatherings, youth dances, indoor soccer, tennis, skate park, BMX Park, Community Garden, walking paths throughout town, bike paths, ATV tracks, go karts, theatre, horse riding facility, yoga	Not Applicable
REFINEMENT - refining the dreams down to what is realistic and sustainable in the Town	pool enhancement and spray park, trail network, community centre, library considerations	Dirt bike park, wheelchair access as WOW, multi-use year round facility, pathways, improved communication ie electronic sign, town website	Add 1 or 2 pieces to an adult playground every few years, community garden, enforced playground zones and crosswalks	The County identified the top items in the COGS exercise: C - keep small community feeling, engage all citizens, keep existing facilities running; O - revitalize existing facilities, recreation programming, G - need for qualified staff, funding, too many facilities so under utilized

**TOWN OF PICTURE BUTTE PARKS, CULTURE, RECREATION REGIONAL MASTER PLAN
ENGAGEMENT INPUT SUMMARY**

Process Content	Town of Picture Butte Council & Administration November 24, 2015	Town & County Stakeholder Meeting November 24, 2015	Town of Picture Butte Public Open House November 25, 2015	Lethbridge County Council & Administration December 10, 2015
CRITICAL - need immediate attention	Sustainability, Resident engagement			Determine needs vs. wants, financial assumptions, operations issues, needs assessment - too many facilities - viability, gain input from the County early in the process

**TOWN OF PICTURE BUTTE PARKS, CULTURE, RECREATION REGIONAL MASTER PLAN
SOUNDING BOARD RECAP**

Question	St. Catherine's School Nov. 23 - Dec. 18, 2015	Dorothy Dalgliesh School Nov. 23 - Dec. 18, 2015	Picture Butte High School Nov. 23 - Dec. 18, 2015	Picture Butte Library Nov. 23 - Jan. 13	Community Centre Nov. 23 - Jan. 13	Picture Butte Arena Nov. 23 - Jan. 13
If you had super powers what would be the one issue you would tackle in PCR?	<ul style="list-style-type: none"> • Build a spray park (x2) • Trails for running and biking (pave the abandoned rail line behind the rink) • Trails for running and walking • Indoor pool for year round use 	<ul style="list-style-type: none"> • I'd love to see a boardwalk (Cypress Hills) in the lake to facilitate bird watching • Make downtown inviting • Put up more benches • Decorate for seasons, i.e. GE & FlarNFlowers) • Skateboard/BMX Park 	<ul style="list-style-type: none"> • Have many more things for kids to do • Other comments were not pertinent to the project. 	<ul style="list-style-type: none"> • Summer recreation programs for kids of all ages • Year round swimming 	<ul style="list-style-type: none"> • Spray park • Pool Update • Community Gardens (opportunity to once again have our children and elders enjoy nature while dispensing knowledge. 	<ul style="list-style-type: none"> • Trails for running • Hockey powers • Flying powers • Strong powers • Fix bullying
What is the greatest NEED for PRC?	<ul style="list-style-type: none"> • Spray park (x2) • Indoor pool (x2) • Skate park 	<ul style="list-style-type: none"> • Letting community know somehow what the needs are (ex. groups needing volunteers for Jamboree Days, Santa Workshop, etc.) - could run article in SS News • Tobogganing area like the sugar bowl in Leth. 	<ul style="list-style-type: none"> • Watching hockey • Swimming • Kings archery 	<ul style="list-style-type: none"> • A trail system that is bike and stroller friendly 	<ul style="list-style-type: none"> • Spray park • Pool Update (example Raymond) • Public skating safety guidelines - helmets • traffic flow guide to movement on ice • Public bathroom • Park upgrade • "early year" funding • Free outdoor pool 	<ul style="list-style-type: none"> • Sustainability - eg. no spray park • Skate park, need spray park, activities / events to create sense of community and connection • Youth Centre • Trampoline Park • Swimming Pool • Paintball • Gymnastics centre • Candy store • Ringette Ice Rink • Food
What is your most memorable experience in Picture Butte facilities, programs or events?	<ul style="list-style-type: none"> • We love Jamboree Days 	<ul style="list-style-type: none"> • Jamboree Days Mud Bog • Mini Rodeo • Santa Store / Midnight Madness 	<ul style="list-style-type: none"> • Water slide • Party grounds • Outdoor basket ball courts • Indoor soccer court • Good quality beach volleyball (nets/sand) • Skate Park • Other comments were not pertinent to the project 	<ul style="list-style-type: none"> • Community gatherings • Midnight Madness • July 1 	<ul style="list-style-type: none"> • Jam Days • Bench Fair • Elks Slide • Movie night • Playing minor hockey in Picture Butte 	<ul style="list-style-type: none"> • Jam Days • Circus • School Days • Happy days • Parades • Ice Rink • Christmas • Swimming
Write one word to describe how you currently feel about the Picture Butte programming, facilities and events.	<ul style="list-style-type: none"> • Adequate • Limited in winter months 	<ul style="list-style-type: none"> • Poor communication • Poor advertising 	<ul style="list-style-type: none"> • Lacking events • More variety • Have Fun • Go play games 	<ul style="list-style-type: none"> • Potential 	<ul style="list-style-type: none"> • Nice to see improvements the past couple of years • Jam Days activities • Movie in park • More community family events 	<ul style="list-style-type: none"> • It's awesome • Like skating / hockey programs • Appreciate parks • Fantastic • Okay • Awesome • Hockey

Engagement Burst #2Picture Butte Parks, Culture, Recreation Regional Master Plan / 112947775

Date/Time: February 17, 2016

Place: Town of Picture Butte Council Chambers
Lethbridge County Council Chambers
Picture Butte Community Centre

Town of Picture Butte Attendees: Wendy Jones, Mayor
Cathy Moore, Deputy Mayor
Henry deKok, Councillor
Teresa Feist, Councillor
Joe Watson, Councillor
Larry Davidson, CAO
Keith Davis, Project Manager

Lethbridge County Attendees: Lorne Hickey, Reeve
John Willms
Ken Benson
Tom White
Morris Zeinstra
Rick Robinson, CAO
Larry Randle, Director of Community Services
Diane Urkow, Director of Corporate Services

Stakeholder Attendees: Pieter VanEwijk, Coyote Flats Pioneer Village
Terry O'Donnell, St. Catherine's School
Gary Mitchell, North County Old Timer's Hockey Association
Peter Coyne, Cornerstone Community Church
Myranda Ekkel, Picture Butte Pharmacy
John Trechka, Picture Butte Fish & Game / Archery
Mike Davies, Town of Picture Butte
Cheryl Garratt, Picture Butte Library
Blair Graham, Picture Butte Fire Association
Sam West, Picture Butte Fire Association
Janet Fekete, FCSS
Ed Van..., Chamber of Commerce
Sandy Koenen, Happy Oldtimers (Seniors)
Keith Davis, Project Manager

Public Open House Attendees: 21 individuals

Stantec Consulting Ltd: Megan Jones, Recreation Planner
Karen Iwaasa, Public Consultation Coordinator

Distribution: Keith Davis

Meeting Formats:

- Each agenda generally followed the same format with greater opportunities for interaction and participation in the Stakeholder Meeting and Public Open House.
- See attached power point and display boards for details of the discussions listed below.

Agenda:

- What are We Doing?
- How are We Doing It?
- What Did we Find? What Did we Hear?
- How are we Doing?
- Priorities & Recommendations?

Discussions

- Overview of "What is a Parks, Culture, Recreation Regional Master Plan?"
- Discussion of "Why Parks, Culture and Recreation are Important in Picture Butte". **See Attachment A.**
- Trends – which trends identified by Alberta Recreation apply to Picture Butte. **See Attachment B.**
- Master Planning Process and Work Plan.
- Assessments of Indoor and Outdoor Facilities. The following comments were provided by participants on the Indoor Facilities Assessment
 - *Archery Facility was added.*
 - *Extensive walking paths throughout town connecting up with Walk on the Wild Side*
 - *Safe trails needed!*
- Engagement Burst #1 methods and input.
- Reviewed Town Facilities Map. The following comments/additions were indicated:
 - *Dressing rooms in arena needs to be larger/newer. Agree with the assessment.*
 - *Funding?*
 - *Costs!!*
 - *Population 1700 people*
- Benchmarking of 4 other similar communities.
- Priorities and Recommendations. **See Attachment C.**
- Additional comments. **See Attachment D.**

The foregoing is considered to be a true and accurate record of all items discussed. If any discrepancies or inconsistencies are noted, please contact the writer immediately.

Stantec Consulting Ltd.

Karen Iwaasa
Public Consultation Coordinator
Phone: 403.329.3344
Fax: 403.328.0664
karen.iwaasa@stantec.com

Attachment: Power Point Presentations
Attachments A, B, C

Questionnaire

This questionnaire is being conducted by the Town of Picture Butte as a part of the community engagement component of the Parks, Culture & Recreation Regional Master Plan (PCRRMP). Its purpose is to obtain your input on existing and potential recreation and culture opportunities in the Town. What we learn from this questionnaire will formulate the section entitled ‘What we heard...’ and inform the priorities and recommendations of the PCRRMP.

Your responses to this questionnaire are important, will be kept confidential and will provide the basis for “community wants and needs” in the engagement section of the Master Plan. It should take approximately 10 – 15 minutes to complete and you can end the survey at any time &/or skip questions. Your input is valuable and we truly appreciate the time you have taken to complete this questionnaire. If you would like to become more involved &/or would like to see the preliminary results from the engagement, please join us at the Public Input Open House on Wednesday February 17th, 2016 from 5:30 pm - 8:30 pm at the Community Centre.

Should you have any questions, comments or feedback about the questionnaire &/or the process, please do not hesitate to contact Karen Iwaasa at (403) 332-4865 or karen.iwaasa@stantec.com.

1. In what community do you currently reside?

- Picture Butte
- Nobleford
- Shaughnessy
- Turin
- Iron Springs
- Lethbridge County (please indicate if your residence is on a farm/ranch/acreage or another community within the County)

4. Do you feel the following facilities need changes &/or improvements?

	Yes	No	Don't Know
Arena	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Curling Rink	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aquatic Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tennis Courts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Baseball Diamonds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Campground	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lions Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lions Park Playground	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volleyball Court	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Camp Kitchen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Walk on the Wildside Trail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. If yes, please provide comments on the changes &/or improvements you would like to see.

6. What facilities do you like most in Picture Butte (please rank them from 1 to 13 with 1 being the facility you like the most)?

<input type="checkbox"/>	<input type="text"/>	Arena
<input type="checkbox"/>	<input type="text"/>	Curling Rink
<input type="checkbox"/>	<input type="text"/>	Community Centre
<input type="checkbox"/>	<input type="text"/>	Library
<input type="checkbox"/>	<input type="text"/>	Aquatic Centre
<input type="checkbox"/>	<input type="text"/>	Tennis Courts
<input type="checkbox"/>	<input type="text"/>	Baseball Diamonds
<input type="checkbox"/>	<input type="text"/>	Campground
<input type="checkbox"/>	<input type="text"/>	Lions Park
<input type="checkbox"/>	<input type="text"/>	Lions Park Playground
<input type="checkbox"/>	<input type="text"/>	Volleyball Court
<input type="checkbox"/>	<input type="text"/>	Camp Kitchen
<input type="checkbox"/>	<input type="text"/>	Walk on the Wildside Trail

7. What do you like about your top three facilities?

8. Can you think of any other recreation &/or culture facilities you would like to see in Picture Butte? Feel free to reference examples from other communities.

9. If you indicated that additional facilities are needed in Picture Butte, how do you propose those additions are paid for? (Example: taxes, fundraising, partnerships (corporate &/or municipal))

10. Considering the existing facilities in Picture Butte, do you consider the cost to use them...

	Low	Right Price	Expensive	Don't Know
Arena	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Curling Rink	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aquatic Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tennis Courts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Baseball Diamonds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Campground	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lions Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lions Park Playground	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volleyball Court	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Camp Kitchen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Walk on the Wildside Trail	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Do you think your tax dollars support recreational and cultural interests in the Town of Picture Butte?

- Yes
- No
- Don't know

Programs & Events

Background: the Town of Picture Butte does not provide direct programming but assists community groups in running and organizing community programs and events (when requested by the community group &/or dependent upon Town Administration availability and Council decisions). For the purpose of this section, when answering the following questions, please keep the programs and events separate.



12. What programs do you take part in the Town of Picture Butte and how frequently do you participate? (Please indicate frequency with the program – daily, two/three times per week, weekly, monthly, quarterly, annually, etc.).

13. Are there any programs you would like to see in the Town of Picture Butte?

14. The Town of Picture Butte and community groups host Jamboree Day and Canada Day as the main community celebration events. Have you recently participated in or attended either event?

- Yes
- No

15. Would you like to see more events supported by your current tax dollars?

- Yes
- No

16. If you answered yes to question 15, what types of events would you like to see and how frequently would you like to see them held (annually, twice a year, quarterly, monthly)?

17. Do you have any further comments with respect to recreation and culture programs, events and facilities in the Town of Picture Butte?

18. How many people currently live in your household?

19. How many people from each age group currently live in your household?

0-10

11-20

21-30

31-40

41-50

51-60

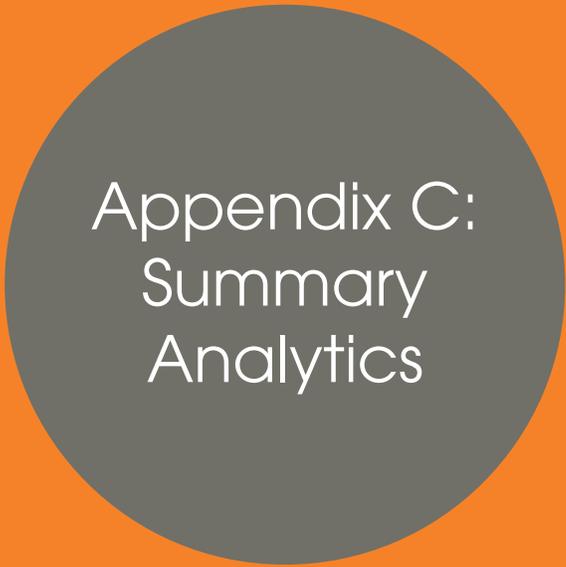
61-70

71+

20. What is your total household income?

- 0-\$19,999
- \$20,000-\$49,999
- \$50,000-\$79,999
- \$80,000-\$99,999
- \$100,000-\$119,999
- \$120,000+

Thank you for your time in completing this questionnaire!



Appendix C:
Summary
Analytics

Pool

Recommendations

	<u>2013</u>	<u>2014</u>	<u>2015</u>
Operating Revenues	\$29,312	\$21,611	\$35,122
Per hour of operation	\$30.28	\$22.33	\$36.28
Per equivalent hours of full utilization	\$394.68	\$290.99	\$472.92
Per person hour utilized	\$3.29	\$2.42	\$3.94
Operating Expenses	\$108,219	\$89,947	\$94,084
Per hour of operation	\$111.80	\$92.92	\$97.19
Per equivalent hours of full utilization	\$1,457.17	\$1,211.14	\$1,266.84
Per person hour utilized	\$12.14	\$10.09	\$10.56
Deficit	\$78,907	\$68,336	\$58,962
Total - Deficit per hour of operation	\$81.52	\$70.60	\$60.91
Utilized - Deficit per hour of operation	\$1,062	\$920	\$793.9
Utilized - Deficit per person hour	\$8.85	\$7.67	\$6.62

Operating expenses exceed operating revenues by 2.68x-4.16x. Consider admission increase to offset. Capital renewal considerations would increase this deficit.

Ratio of Operating Expenses/Operating Revenues

3.69	4.16	2.68
------	------	------

Pool Staff Wages (non-maintenance) constitute the following expenses per operation hour:

	<u>2013</u>	<u>2014</u>	<u>2015</u>
	\$56.81	\$44.31	\$55.80

Consider cutting hours to reduce the overall deficit. Friday Teen Swim and Monday Lane Swim are candidates (See additional Stantec analysis on Pool Report tab). Could reduce deficit by up to \$100 per week in wage expenses.

While private lessons don't have good utilization numbers, they are a significant source of revenue. Also has social benefits as acknowledged in Pool Report.

Cut Mon-Fri morning swim, poorly attended and the 5 hours per week could save up to \$250 in wage expenses.

Grants	\$5,000	\$146,773	\$0
Per hour of operation	\$5.17	\$151.63	\$0.00
Per hour utilized	\$67.32	\$1,976.30	\$0.00

% of Staff Wages - Non-maintenance (to allocate vacation & other contributions)

0.900142082

* all omit depreciation

Arenas

Assuming expense split-up of:	Hockey	Curling
	60%	40%

Hockey arena assumed to account for majority of hourly rentals.

Hockey

	<u>2013</u>	<u>2014</u>	<u>2015</u>
Operating Revenues	\$93,046	\$121,428	\$123,667
Per hour of operation	\$30.07	\$39.25	\$39.97
Per hour utilized	\$67.55	\$88.15	\$89.78
Operating Expenses	\$191,492	\$173,560	\$160,148

Hockey arena performs well at current allocation of expense. Most recent year shows only a minor deficit.

Could marginally increase rink fees to offset. Most recent year suggests \$12 per rental would cover shortfall.

Per hour of operation	\$61.89	\$56.10	\$51.76
Per hour utilized	\$139.01	\$126.00	\$116.26

Deficit	\$98,446	\$52,132	\$36,482
Total - Deficit per hour of operation	\$31.82	\$16.85	\$11.79
Utilized - Deficit per hour of operation	\$71.47	\$37.85	\$26.48

Grants	\$0	\$19,933	\$0
Per hour of operation	\$0.00	\$6.44	\$0.00
Per hour utilized	\$0.00	\$14.47	\$0.00

Curling

	<u>2013</u>	<u>2014</u>	<u>2015</u>
Operating Revenues	\$20,000	\$20,000	\$20,000
Per hour of operation	\$8.96	\$8.96	\$8.96
Per hour utilized	\$44.94	\$44.94	\$44.94

Curling significantly contributes to deficit. Is not highly utilized, most costs appear to be fixed (i.e. marginal benefit for changing the hours).

Operating Expenses	\$85,321	\$70,106	\$62,251
Per hour of operation	\$38.23	\$31.41	\$27.89
Per hour utilized	\$191.73	\$157.54	\$139.89

Deficit	\$65,321	\$50,106	\$42,251
Total - Deficit per hour of operation	\$29.27	\$22.45	\$18.93
Utilized - Deficit per hour of operation	\$146.79	\$112.60	\$94.95

Ratio of Operating Expenses/Operating Revenues

4.27 3.51 3.11

Increase rental fees to mitigate shortfall.

Grants	\$0	\$13,289	\$0
Per hour of operation	\$0.00	\$5.95	\$0.00
Per hour utilized	\$0.00	\$29.86	\$0.00

* all omit depreciation

Comm Centre

	<u>2013</u>	<u>2014</u>	<u>2015</u>
Operating Revenues	\$16,943	\$13,508	\$14,985

Comm centre utilization not available, but is not a significant portion of expenses.

Per hour of operation
Per hour utilized

Operating Expenses \$31,184 \$44,287 \$26,989

Per hour of operation
Per hour utilized

Deficit	\$14,241	\$30,780	\$12,004
Total - Deficit per hour of operation	\$0	\$0	\$0
Utilized - Deficit per hour of operation	\$0	\$0	\$0

Grants \$0 \$0 \$0

Per hour of operation
Per hour utilized

* all omit depreciation

Parks

Operating Revenues **2013** **2014** **2015**
\$9,132 \$808 \$1,753

Per hour of operation
Per hour utilized

Apply for additional grants.

Material revenue additions, relative to magnitude of shortfall, are limited or non-existent.

Parks were the most significant deficit item in 2015.

Operating Expenses \$59,042 \$68,500 \$75,659

Per hour of operation
Per hour utilized

Deficit	\$49,910	\$67,693	\$73,906
Total - Deficit per hour of operation	\$0	\$0	\$0
Utilized - Deficit per hour of operation	\$0	\$0	\$0

Grants \$0 \$0 \$0

Per hour of operation
Per hour utilized

* all omit depreciation

<i>check</i>	\$0	\$0	\$0
<i>Operating Deficit</i>	\$306,825	\$269,047	\$223,604
<i>Grants</i>	\$5,000	\$179,995	\$0
<i>Depreciation</i>	\$145,023	\$159,685	\$156,767



Appendix C:
Indoor &
Outdoor
Facilities

TOWN OF PICTURE BUTTE NORTH COUNTY RECREATION CENTRE - ARENA

Facility Condition and Functional Assessment Form

OWNERSHIP AND ASSET IDENTIFICATION	
Asset ID	106 4 St. N., Picture Butte, AB T0K 1V0 Canada
Municipality	Town of Picture Butte
Asset Name	North County Recreation Centre - Arena
Ownership	Municipal
ASSET CLASSIFICATION	
Intended Service Class	Community
Facility Type	Multi-Plex / Recreation Centre
Activity Type	
ASSET REPLACEMENT VALUE	
Size or Quantity	24,841 ft ²
Construction Year	1981
Effective Age	34
Expected Useful Life	40
Remaining Useful Life	6
Replacement Year	2021
Average Unit Cost	\$271.12
Asset Replacement Value (ARV) 2015 dollars	\$6,734,825.00
Average % Depreciation	11%
Depreciated Value of ARV	\$5,993,994
CONDITION ASSESSMENT	
Recommended Action beyond typical operations	
Event Year	
Event Cost (2015 Dollars)	
Asset Quality	Average
Asset Condition	Fair
Asset Condition Equivalent Score	
ASSET RESERVES	
Average Reserves as % of ARV	
Average Annual Reserves	
Total Average Reserves over 20 Years	
SITE SERVICING	
Water	Yes
Power	Yes
Sewer	Yes
CONDITION MODIFIER	
Utilization	At Capacity
Orientation	Appropriate
Intended Purpose	1
Condition	1
Location/Access	2
Accessibility/Inclusivity	1
Condition Modifier Score	
Condition Modifier	

TOWN OF PICTURE BUTTE NORTH COUNTY RECREATION CENTRE - ARENA

Facility Condition and Functional Assessment Form

EXPERIENCE/AMENITY MODIFIER	
Comfort	2
Convenience	2
Elements to Extend Use	2
Experience/Amenity Modifier Score	
Experience/Amenity Modifier	
CAPACITY MODIFIER	
Capacity	2
Capacity Modifier Score	
Capacity Modifier	
COMPOSITE QUALITY	
Overall Composite Quality Rating	
EXPANSION POTENTIAL	
Site Capacity	0
Site Servicing Capacity	1
Site Constraints	Pubic Parking to the north of Arena
REVENUE GENERATION POTENTIAL	
Site Concessions	Main floor kitchen/concession and public washrooms
FIELD NOTES AND COMMENTS	
	<p>The North County Recreation Centre includes a regulation size skating rink. The arena was reportedly constructed in 1981 over an outdoor skating rink. The cast-in-place concrete ice surface was reportedly installed in 2010. The lobby was part of the original outdoor rink facility constructed circa 1967. A zamboni roof was added to the northwest corner of the arena in 2006. A free-standing prefabricated refrigeration building was added to the north side of the arena in 2010. The 80 ton refrigeration system serves both the ice skating arena and curling rink. The arena is constructed with concrete masonry unit (CMU) walls and a prefabricated steel frame structure. The exterior surface of the CMU walls are provided with a paint finish. The prefabricated steel structure above the CMUs is clad with preformed metal panels. The roof is also clad with preformed metal panels. The exterior CMU walls are understood to be insulated with vermiculite or similar. The walls and roof of the prefabricated structure appear to be insulated with fibreglass batt insulation with an integrated fabric-reinforced vapour membrane.</p> <p>A Building Envelope Assessment report prepared by Building Science and Architecture Ltd. on June 11, 2015 was provided by the client. Upon review of the report, the majority of the findings in the report were observed. A few of the significant deficiencies found in the report and observed during the site visit are:</p> <ul style="list-style-type: none"> Exterior paint finish on exterior CMU walls of arena, and lobby were weathered and peeling Exterior windows installed on the east wall of the curling rink did not have flashing or suitable exterior sealant between the windows and adjacent CMU wall opening CMU mortar joints on several areas of the building were cracked and deteriorated

TOWN OF PICTURE BUTTE NORTH COUNTY RECREATION CENTRE - ARENA
Facility Condition and Functional Assessment Form

	<p>Differential movement between the original 1967 lobby and the arena was noted</p> <p>Extensive areas of insulation membrane on the walls and roof of the arena were damaged or missing</p> <p>The Arena including the concession, lobby, office and washrooms were observed to be in fair condition overall. The Arena locker rooms were observed to be in poor condition overall</p>
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TOWN OF PICTURE BUTTE NORTH COUNTY RECREATION CENTRE - CURLING RINK Facility Condition and Functional Assessment Form

OWNERSHIP AND ASSET IDENTIFICATION	
Asset ID	108 4 St. N., Picture Butte, AB T0K 1V0 Canada
Municipality	Town of Picture Butte
Asset Name	North County Recreation Centre - Arena
Ownership	Municipal
ASSET CLASSIFICATION	
Intended Service Class	Community
Facility Type	Multi-Plex / Recreation Centre
Activity Type	
ASSET REPLACEMENT VALUE	
Size or Quantity	15,717 ft ²
Construction Year	1981
Effective Age	34
Expected Useful Life	40
Remaining Useful Life	6
Replacement Year	2021
Average Unit Cost	\$194.59
Asset Replacement Value (ARV) 2015 dollars	\$3,059,362
Average % Depreciation	11%
Depreciated Value of ARV	\$2,721,942
CONDITION ASSESSMENT	
Recommended Action beyond typical operations	
Event Year	
Event Cost (2015 Dollars)	
Asset Quality	Low Cost
Asset Condition	Fair
Asset Condition Equivalent Score	
ASSET RESERVES	
Average Reserves as % of ARV	
Average Annual Reserves	
Total Average Reserves over 20 Years	
SITE SERVICING	
Water	Yes
Power	Yes
Sewer	Yes
CONDITION MODIFIER	
Utilization	At Capacity
Orientation	Appropriate
Intended Purpose	2
Condition	1
Location/Access	2
Accessibility/Inclusivity	1
Condition Modifier Score	
Condition Modifier	

TOWN OF PICTURE BUTTE NORTH COUNTY RECREATION CENTRE - CURLING RINK Facility Condition and Functional Assessment Form

EXPERIENCE/AMENITY MODIFIER	
Comfort	1
Convenience	2
Elements to Extend Use	1
Experience/Amenity Modifier Score	
Experience/Amenity Modifier	
CAPACITY MODIFIER	
Capacity	2
Capacity Modifier Score	
Capacity Modifier	
COMPOSITE QUALITY	
Overall Composite Quality Rating	
EXPANSION POTENTIAL	
Site Capacity	0
Site Servicing Capacity	1
Site Constraints	Shared Parking with Arena
REVENUE GENERATION POTENTIAL	
Site Concessions	Lounge on second floor mezzanine
FIELD NOTES AND COMMENTS	
	<p>The North County Recreation Centre includes a curling rink which is located on the south side of the centre. The Curling Rink includes a four sheet curling rink, main floor lobby, second floor lounge and washrooms which was constructed circa 1981. The Curling Rink Building is constructed with concrete masonry unit (CMU) walls and a prefabricated steel frame structure. The exterior surface of the CMU walls are provided with a paint finish. The prefabricated steel structure above the CMUs is clad with preformed metal panels. The roof is also clad with preformed metal panels. The exterior CMU walls are understood to be insulated with vermiculite or similar. The walls and roof of the prefabricated structure appear to be insulated with fibreglass batt insulation with an integrated fabric-reinforced vapour membrane. The Curling Rink is provided with a main floor lobby and viewing area, second floor lounge, male and female washrooms and a mechanical room.</p> <p>A cast-in-place concrete slab supports the ice surface. It was reported that the slab is heated.</p> <p>It was reported that the ice surface refrigeration system for the Curling Rink is provided from the ice skating arena refrigeration system.</p> <p>The curling rink building appeared to be aged and is considered to be in fair condition overall.</p>

BUILDING COST CALCULATOR FORM

1. Surveyor(s):	Mike Just	Survey Date(s):	23/10/2015
2. Name of Building(s):	North County Recreation Centre	Owner(s):	Town of Picture Butte
3. Location(s):	108 4 St N, Picture Butte, AB T0K 1V0, Canada		

		SECTION 2	SECTION 3	SECTION 4	SECTION 6	SECTION 7		
4. Occupancy / Use		Arena	Curling Rink	Curling Rink Mezzanine	Pool Building Change rooms	Pool Building Basement		
5. Building Class and Quality	Class	C	C	C	C	B		
	Quality	Average	Average	Average	Cheap	Unfinished		
6. Exterior Wall Cladding / Construction		Concrete Block	Concrete Block	Concrete Block	Concrete Block	Concrete Block		
7. No. of Storeys & Height per Story	# Storeys	1	1	1	1	1		
	Height (ft)	28	25	10	12	8		
8. Average Floor Area (ft ²)		28,042	13,893	1,824	4,636	4,636		
9. Average Perimeter (ft)		880	486	204	204	204		

10. Region	Western	Western	Western	Western	Western
11. Climate	Moderate	Moderate	Moderate	Moderate	Moderate

	SECTION 2	SECTION 3	SECTION 4	SECTION 6	SECTION 7	0	0
12. Base Square Foot Cost	\$92.02	\$92.02	\$23.54	\$73.00	\$52.38		

SQUARE FOOT REFINEMENTS

	SECTION 2	SECTION 3	SECTION 4	SECTION 6	SECTION 7	0	0
13. Subtract Existing HVAC	\$11.85	\$11.85	\$0.00	\$0.00	\$0.00		
14. Heating, Cooling, Ventilation	\$1.33	\$1.05	\$7.05	\$0.00	\$0.00		
15. Elevator Deduction	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
16. Sprinkler	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
17. Total Square Foot Refinements (Lines 13 through 16)	-\$10.52	-\$10.80	\$7.05	\$0.00	\$0.00	\$0.00	\$0.00

HEIGHT AND SIZE REFINEMENTS

	SECTION 2	SECTION 3	SECTION 4	SECTION 6	SECTION 7	0	0
18. Number of Storeys - Multiplier	1	1	1	1	1		
19. Height per Story - Multiplier (see Line 7)	1.313	1.23	1	1.037	0.963		
20. Floor Area/Perimeter Multiplier (see Lines 8 and 9)	0.99	1	1	0.96	0.96		
21. Combined Height and Size Multipliers (Lines 18 x 19 x 20)	1.300	1.230	1.000	0.996	0.924	0.000	0.000

FINAL CALCULATIONS

	SECTION 2	SECTION 3	SECTION 4	SECTION 6	SECTION 7	0	0
22. Refined Square Foot Cost (Lines 12 + 17 x 21)	\$105.94	\$99.90	\$30.59	\$72.67	\$48.42	\$0.00	\$0.00
23. Current Cost Multiplier	1	1	1	1	1		
24. Local Cost Multiplier	1.34	1.34	1.34	1.34	1.34		
25. Final Square Foot Cost (Lines 22 x 23 x 24)	\$141.96	\$133.87	\$40.99	\$97.38	\$64.89	\$0.00	\$0.00
26. Total Gross Floor Area	28,042	13,893	1,824	4,636	4,636	0	0
27. Base Replacement Cost (Line 25 x Line 26)	\$3,980,808.75	\$1,859,811.51	\$74,766.85	\$451,461.87	\$300,823.14	\$0.00	\$0.00
28. Total Lump Sum Calculations (Line 30)	\$1,093,852.00	\$364,375.00	\$0.00	\$0.00	\$233,000.00	\$0.00	\$0.00
29. Replacement Cost (Line 27 + Line 28)	\$5,074,660.75	\$2,224,186.51	\$74,766.85	\$451,461.87	\$533,823.14	\$0.00	\$0.00
30. Demolition, Debris Removal %	2.80%	2.90%	7.40%	3.60%	7.20%		
31. Demolition, Debris Removal Cost (Line 29 x Line 30)	\$142,090.50	\$64,501.41	\$5,532.75	\$16,252.63	\$38,435.27	\$0.00	\$0.00
32. Total Replacement Cost (Line 29 + Line 31)	\$5,216,751.25	\$2,288,687.92	\$80,299.60	\$467,714.50	\$572,258.41	\$0.00	\$0.00
33. Marshall & Swift Cost Exclusions %	29.1%	29.1%	29.1%	29.1%	29.1%		
34. Replacement Cost Exclusions (Line 32 x Line 33)	\$1,518,074.61	\$666,008.18	\$23,367.18	\$136,104.92	\$166,527.20	\$0.00	\$0.00
35. Replacement Cost with Exclusions (Line 32 + Line 34)	\$6,734,825.86	\$2,954,696.10	\$103,666.79	\$603,819.41	\$738,785.60	\$0.00	\$0.00
	\$6,734,825.86	\$3,058,362.89		\$1,342,605.02			

CALCULATIONS

	SECTION 2	SECTION 3	SECTION 4	SECTION 6	SECTION 7	0	0
Pool Filtration System					\$233,000.00		
Ice Plant (80 ton)	\$1,039,428.00	\$364,375.00					
Concession	\$28,200.00						
Bleachers (250 seats)	\$26,224.00						
Extra 6							
Extra 7							
Extra 8							
36. Total Lump Sum Cost (Move to Line 28)	\$1,093,852.00	\$364,375.00	\$0.00	\$0.00	\$233,000.00	\$0.00	\$0.00

TOTAL REPLACEMENT VALUE	\$11,749,859
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TOWN OF PICTURE BUTTE NORTH COUNTY RECREATION CENTRE - AQUATIC CENTRE Facility Condition and Functional Assessment Form

OWNERSHIP AND ASSET IDENTIFICATION	
Asset ID	109 4 St. N., Picture Butte, AB T0K 1V0 Canada
Municipality	Town of Picture Butte
Asset Name	Lions Aquatic Centre
Ownership	Municipal
ASSET CLASSIFICATION	
Intended Service Class	Community
Facility Type	Outdoor Pool
Activity Type	
ASSET REPLACEMENT VALUE	
Size or Quantity	4,636 ft ²
Construction Year	1967
Effective Age	48
Expected Useful Life	20
Remaining Useful Life	-28
Replacement Year	1987
Average Unit Cost	\$289.60
Asset Replacement Value (ARV) 2015 dollars	\$1,342,605
Average % Depreciation	11%
Depreciated Value of ARV	
CONDITION ASSESSMENT	
Recommended Action beyond typical operations	
Event Year	
Event Cost (2015 Dollars)	
Asset Quality	Low Cost
Asset Condition	Poor
Asset Condition Equivalent Score	
ASSET RESERVES	
Average Reserves as % of ARV	
Average Annual Reserves	
Total Average Reserves over 20 Years	
SITE SERVICING	
Water	Yes
Power	Yes
Sewer	Yes
CONDITION MODIFIER	
Utilization	At Capacity
Orientation	Appropriate
Intended Purpose	1
Condition	1
Location/Access	2
Accessibility/Inclusivity	1
Condition Modifier Score	
Condition Modifier	

TOWN OF PICTURE BUTTE NORTH COUNTY RECREATION CENTRE - AQUATIC CENTRE Facility Condition and Functional Assessment Form

EXPERIENCE/AMENITY MODIFIER	
Comfort	0
Convenience	0
Elements to Extend Use	0
Experience/Amenity Modifier Score	
Experience/Amenity Modifier	
CAPACITY MODIFIER	
Capacity	1
Capacity Modifier Score	
Capacity Modifier	
COMPOSITE QUALITY	
Overall Composite Quality Rating	
EXPANSION POTENTIAL	
Site Capacity	0
Site Servicing Capacity	1
Site Constraints	Site's south boundary is adjacent to laneway and adjacent property
REVENUE GENERATION POTENTIAL	
Site Concessions	Lounge on second floor mezzanine
FIELD NOTES AND COMMENTS	
	<p>A Recreation Facilities Assessment Report of the Aquatic Centre prepared by Hutchinson Architects in 2003 was provided by the client. Significant deficiencies/recommendations identified in the report were:</p> <ul style="list-style-type: none"> Replace roofing Refinish exterior finishes Renew interior finishes Replace original millwork Provide barrier free showers, washrooms and lifts for access to the pool No domestic water backflow preventor is provided Recommendations to repair electrical panels Add mechanical ventilation to change rooms Replace corroded interior lighting fixtures Provide emergency lights and exit signs Provide grounding of pool ladders and diving board <p>A complete audit of the deficiencies and recommended work was not completed during the site visit. However it appears that the majority of the recommendations from the Hutchinson Architect report in 2003 have been completed.</p> <p>The Pool building, pool basin and pool deck appeared to be aged, deteriorated and have a significant amount of deficiencies. Deficiencies included cracked concrete pool deck, deteriorated CMU mortar joints, localized deterioration of paint finishes, and missing shower controls.</p> <p>Based on age and observed conditions, the pool facility is considered to be in poor condition overall.</p>

TOWN OF PICTURE BUTTE COMMUNITY CENTRE

Indoor Assessments - Master Conditions Table

OWNERSHIP AND ASSET IDENTIFICATION	
Asset ID	108 4 St. N., Picture Butte, AB T0K 1V0 Canada
Municipality	Town of Picture Butte
Asset Name	Picture Butte Community Seniors Centre
Ownership	Municipal
Intended Service Class	Community
ASSET CLASSIFICATION	
Intended Service Class	Community
Facility Type	Community Centre
ASSET REPLACEMENT VALUE	
Size or Quantity	6,110 ft ²
Construction Year	1992
Effective Age	24
Expected Useful Life	40
Remaining Useful Life	16
Replacement Year	2031
Average Unit Cost	\$161.95
Asset Replacement Value (ARV) 2015 dollars	\$989,540
Average % Depreciation	11%
Depreciated Value of ARV	\$880,691
CONDITION ASSESSMENT	
Asset Quality	Good
Asset Condition	Good
Asset Condition Equivalent Score	
SITE SERVICING	
Water	Yes
Power	Yes
Sewer	Yes
CONDITION MODIFIER	
Utilization	Under Capacity
Orientation	Inappropriate
Intended Purpose	2
Condition	2
Location/Access	2
Accessibility/Inclusivity	2
EXPERIENCE/AMENITY MODIFIER	
Comfort	2
Convenience	2
Elements to Extend Use	2
CAPACITY MODIFIER	
Capacity	2

EXPANSION POTENTIAL	
Site Capacity	0
Site Servicing Capacity	0
Site Constraints	<p>Parking for 30 vehicles at rear of building , Lane way on north side of building serves as pedestrian walkway. Two (2) handi-cap stalls at front of site near main entrance of building. Access is from municipal roadways on the east and west of site to laneway and east parking lot. Currently Community/ Seniors Centre users park in west portion of adjacent property and walk over the asphalt curbing and laneway to access the front entrance of the building. Site contact reported that the adjacent property has been discussed as a potential expansion to the site for preferred parking and a more direct access to the main entrance of the building.</p>
REVENUE GENERATION POTENTIAL	
Site Concessions	<p>Kitchen is used for special event bookings. Large kitchen, with prep island counter, s/s commercial grade sinks, s/s commercial grade dishwashing station and washer, two (2) natural gas residential grade stoves with 4 burner tops and ovens, Large commercial/residential grade range hood, large amount of millwork</p>
FIELD NOTES AND COMMENTS	
	See separate Field Notes document

BUILDING COST CALCULATOR FORM

1. Surveyor(s):	Mike Just	Survey Date(s):	3-Oct-16
2. Name of Building(s):	Community/Seniors Centre	Owner(s):	Town of Picture Butte
3. Location(s):	607 Highway Avenue North, Picture Butte, AB T0K 1V0, Canada		

		SECTION 2					
4. Occupancy / Use		Community Centre					
5. Building Class and Quality	Class	D					
	Quality	Average					
6. Exterior Wall Cladding / Construction		Stucco. Wood-framed					
7. No. of Storeys & Height per Story	# Storeys	1					
	Height (ft)	10					
8. Average Floor Area (ft ²)		6,110					
9. Average Perimeter (ft)		390					

10. Region	Western					
11. Climate	Moderate					

	SECTION 2	0	0	0	0	0	0
12. Base Square Foot Cost	\$90.22						

SQUARE FOOT REFINEMENTS

	SECTION 2	0	0	0	0	0	0
13. Subtract Existing HVAC	\$5.75						
14. Heating, Cooling, Ventilation	\$7.21						
15. Elevator Deduction	\$0.00						
16. Sprinkler	\$0.00						
17. Total Square Foot Refinements (Lines 13 through 16)	\$1.46	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

HEIGHT AND SIZE REFINEMENTS

	SECTION 2	0	0	0	0	0	0
18. Number of Storeys - Multiplier	1						
19. Height per Story - Multiplier (see Line 7)	1						
20. Floor Area/Perimeter Multiplier (see Lines 8 and 9)	0.994						
21. Combined Height and Size Multipliers (Lines 18 x 19 x 20)	0.994					0.000	0.000

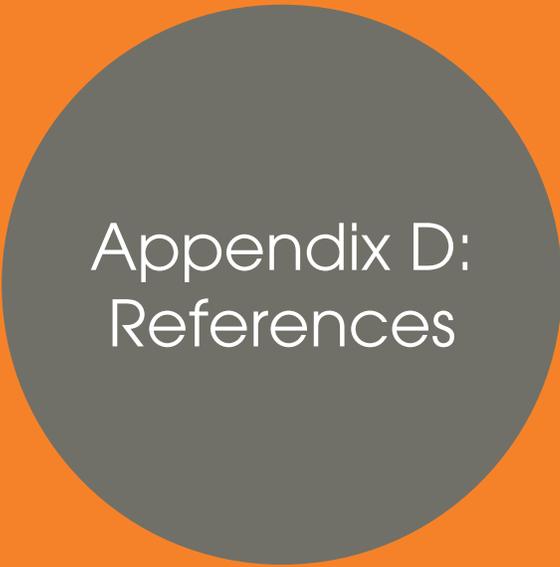
FINAL CALCULATIONS

	SECTION 2	0	0	0	0	0	0
22. Refined Square Foot Cost (Lines 12 + 17 x 21)	\$91.13					\$0.00	\$0.00
23. Current Cost Multiplier	1.03						
24. Local Cost Multiplier	1.30						
25. Final Square Foot Cost (Lines 22 x 23 x 24)	\$122.02					\$0.00	\$0.00
26. Total Gross Floor Area	6,110					0	0
27. Base Replacement Cost (Line 25 x Line 26)	\$745,613.99					\$0.00	\$0.00
28. Total Lump Sum Calculations (Line 30)	\$0.00					\$0.00	\$0.00
29. Replacement Cost (Line 27 + Line 28)	\$745,613.99					\$0.00	\$0.00
30. Demolition, Debris Removal %	2.80%						
31. Demolition, Debris Removal Cost (Line 29 x Line 30)	\$20,877.19					\$0.00	\$0.00
32. Total Replacement Cost (Line 29 + Line 31)	\$766,491.19					\$0.00	\$0.00
33. Marshall & Swift Cost Exclusions %	29.1%						
34. Replacement Cost Exclusions (Line 32 x Line 33)	\$223,048.93					\$0.00	\$0.00
35. Replacement Cost with Exclusions (Line 32 + Line 34)	\$989,540.12					\$0.00	\$0.00
	\$989,540.12						

CALCULATIONS

	SECTION 2	0	0	0	0	0	0
Extra 2							
Extra 3							
Extra 4							
Extra 5							
Extra 6							
Extra 7							
Extra 8							
36. Total Lump Sum Cost (Move to Line 28)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

TOTAL REPLACEMENT VALUE	\$989,540
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Appendix D: References

Appendix B - REFERENCES

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- 5 Federal-Provincial-Territorial Ministers of Culture and Heritage (2012). Cultural and Heritage Tourism – A Handbook for Community Champions.
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- 8 Ibid.
- 9 Coen, S., Ross, N. (2006). Exploring the Material Basis for Health: Characteristics of parks in Montreal Neighborhoods with Contrasting Health Outcomes. *Health & Place*, 12, 361-371.
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- 11 Kaczynski, A.T., Potwarka, L.R., Saeles, B.E. (2008). Association of Park Size, Distance, and Features with Physical Activity in Neighborhood Parks. *American Journal of Public Health*, 98(8), 1451-1456.
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**PICTURE BUTTE
PARKS, CULTURE AND RECREATION REGIONAL MASTER PLAN**

Appendix B -
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