



THE CITY OF
Red Deer

A G E N D A



FOR THE REGULAR MEETING OF RED DEER CITY COUNCIL

TO BE HELD IN THE COUNCIL CHAMBERS, CITY HALL

MONDAY, DECEMBER 19, 2005

COMMENCING AT 4:30 P.M.



- (1) Confirmation of the Minutes of the Regular Meetings of Monday, December 5, 2005 and Monday, December 12, 2005
- (2) UNFINISHED BUSINESS
 1. **Legislative & Administrative Services Manager – Re: Municipal Designation of Historic Building – Scott Residence: 4743 – 56 Street:**
 - (a) **Bylaw 3352/2005 to Designate the Scott Residence as a Municipal Historic Resource**
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 - (b) **Land Use Bylaw Amendment 3156/JJ-2005 - Addition of Heritage Designation HP-15, Scott House, to the Land Use Bylaw text and mapping.**
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Legislative & Administrative Services

DATE: December 12, 2005
TO: City Council
FROM: Kelly Kloss, Legislative & Administrative Services Manager
SUBJECT: Municipal Designation of Historic Buildings:
Bylaw 3352/2005 and Land Use Bylaw Amendment 3156/JJ-2005

History:

At the October 11, 2005 meeting of Council, it was recommended to Council that the following building be designated as a Municipal Historic Resource:

Scott Residence – located at 4743 – 56 Street (Lot 20, Block A, Plan K1)

Council passed the following resolution indicating its intent to pass Bylaw 3352/2005 which would designate the noted building as a Municipal Historic Resource.

“Resolved that Council of The City of Red Deer, having considered the report from Parkland Community Planning Services, dated September 30, 2005, re: Municipal Designation of Historic Buildings: Bylaw 3352/2005 and Land Use Bylaw Amendment 3156/JJ-2005, hereby:

1. Directs Administration to notify the owners of the following building of Council’s intention to pass a bylaw(s) to designate it as a Municipal Historic Resource:

Scott Residence – located at 4743 – 56 Street (Lot 20, Block A, Plan K1)

2. Directs Administration to advertise Council’s intention to designate the building as a Municipal Historic Resource.
3. Agrees that The City enter into a compensation agreement for this designation in accordance with Council Policy.”

City Council
December 12, 2005
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Public Consultation Process

The Historical Resources Act requires giving the owner 60 days notice that The City is planning to designate the owner's property as a historic resource, and must also advertise this intent. A letter was sent to the owner, via registered mail, to give formal notice of the intent to designate the listed building as a Municipal Historic Resource.

The intent to designate the building as a Municipal Historic Resource was advertised in the local newspapers. At the Monday, December 19, 2005 Council Meeting, Bylaw 3352/2005 (to designate the building) and Land Use Bylaw Amendment 3156/JJ-2005 will be presented for first readings.

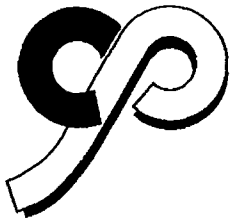
Recommendation

That Council proceed with:

- 1) First reading of Bylaw 3352/2005 to designate the Scott Residence as a Municipal Historic Resource.
- 2) First Reading of Land Use Bylaw Amendment 3156/JJ-2005.



Kelly Kloss
Manager



**PARKLAND
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SERVICES**

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Red Deer, Alberta, T4N 1X5
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E-mail: pcps@pcps.ab.ca

Date: December 7, 2005

To: Kelly Kloss, Legislative and Administrative Services Manager

From: Emily Damberger, Planner
Parkland Community Planning Services

Re: **Municipal Designation of Historic Buildings:
Bylaw 3352/2005 and Land Use Bylaw Amendment 3156/JJ-2005**

October 11, 2005 Council Resolution

Council resolved to direct administration to notify the owners of the Scott Residence, 4743 – 56 Street, Council's intent to pass a bylaw to designate it as a Municipal Historic Resource, to advertise Council's intent and that The City enter into a compensation agreement for this designation.

The Historical Resources Act requires giving owners of the building 60 days notice to designate any historic resource within a municipality. A letter was sent to the landowners October 12, 2005 providing notice. The 60 day period has now expired and the landowner is agreeable with the proposed designation.

Designation Request

The City of Red Deer received a request from the land owners to designate the Scott Residence at 4743 – 56 Street (Lot 20, Block A, Plan K1) as a municipal historic resource. This request was considered at the September 21, 2005 Heritage Preservation Committee and received full support.

The residence is privately owned by Graeme Leadbeater and Shannon MacDonald. Based on the historic significance of the property, Parkland Community Planning Services is recommending support of the designation request.

The following report will review the historical significance of the subject property, the implications and benefits of designation, outline the process for designation, and the planning staff recommendation.

Historical Significance and Background

The Scott residence will be a historically significant addition to The City of Red Deer's municipally designated buildings. The residence is located on 56 Street, "Son-in-law-Row", the street bearing this name due to the prominent historic Red Deer pioneer, Leonard Gaetz, providing houses on this street as wedding gifts to his children. Constructed in 1912, the ninety-three year old residence meets heritage designation criteria by being one of the oldest residences in Red Deer and a well preserved example of the early 20th century Edwardian architectural style. The proposed designation is intended only for the external appearance of the residence.



Scott residence 2005

Benefits of Designation

Potential Funding

There are several benefits of municipal designation including increased funding opportunities, enhanced recognition, and additional preservation support.

Funding is available through Alberta Historic Resources for municipally designated heritage resources. Designated buildings may apply for matching funding of up to \$25,000.00 every five years, if the building is also on the Alberta Register of Historic Places. Local historic resources may apply for a one time grant of \$5,000.00.

Impact of Designation

Designation of buildings as Municipal Historic Resources can have some impact on the property owner by restricting what can be done to the building and by placing emphasis on the long term protection of the building.

More specifically, as set out in the Historical Resources Act, Sections 26-28, designation as a Municipal Historic Resource prevents the destruction, disturbance, alteration, restoration or repair of the property or removal of any historical objects from the property unless there is written approval from City Council or its designated authority (Municipal Planning Commission).

Council (or MPC) may approve the changes, refuse permission, or may attach conditions it considers appropriate. This process, although thorough, does not prevent work from being completed on a property. It simply ensures that the work being undertaken reflects the historical significance of the building (for example, the Parsons House was designated as a Municipal Historic Resource in 1990, since that time substantial work has been completed on the building).

If approved, the Municipal Historic Resource designation is registered on the land title and noted in the Land Use Bylaw, all current and future owners are bound by the designation unless Council agrees to repeal the designation under Section 26(10).

Compensation

Under the Act, only in cases where a municipal designation is proven to decrease the economic value of the building, structure, or land is the owner entitled to compensation from the municipality. This compensation may be provided by grant, tax relief or other means agreed upon.

The City of Red Deer Council Policy Manual contains the following policy:

“The historical designation of privately owned buildings shall be considered on a voluntary basis, subject to an indemnity agreement being entered into between the City and the owner, waiving possible compensation and further that the committee be authorized to approach private owners in this regard.”

The landowners will be required to enter into a compensation agreement which states that if the property value of the subject property were to decrease due to the historical designation The City would not be liable for any compensation. This agreement is currently being prepared by Parkland Community Planning Services and the City Solicitors together with the property owners and will be in place prior to final consideration of this designation by Council.

Process

The process for designation of Municipal Historic Resources is set out in the Historical Resources Act, Sections 26-28. This process requires several steps including: notification of the property owner, consideration of a bylaw under the Historical Resources Act, provision of the bylaw (once adopted) to the owner, and registration on the land title.

Several steps have now been completed and the following steps remain.

1. Compensation agreement between The City and the landowners to be signed prior to 2nd and 3rd reading.
2. Bylaw and the Land Use Bylaw amendment to be given three readings, because the City's Land Use Bylaw also denotes heritage resources in the text and mapping, a Land Use Bylaw Amendment is also required.
3. Once the bylaw is passed, a copy of the bylaw should be given to the land owners and then be registered on the land title, as required by the Act, at the Land Titles Office.

In keeping with this process, Council is asked to give first reading to both the Bylaw 3352/2005 designating the building as a Municipal Historic Resource and the corresponding Land Use Bylaw text and mapping amendment Bylaw 3156/JJ-2005 at the December 19, 2005 meeting and the proposed bylaws to be advertised for a public hearing on January 16, 2006.

Land Use Bylaw Amendment

An amendment to the Land Use Bylaw, 3156/96, accompanies this report to reflect the proposed changes in heritage designation and to ensure the information is up to date and accurate within the Land Use Bylaw text and mapping.

Recommendation

Given the historical significance of the Scott residence at 4743 – 56 Street, and the potential benefits in terms of recognition and additional support of the property, it is recommended that Council support the designation of the property as a Municipal Historic Resource.

Respectfully Submitted,



Emily Damberger
Planner

- c. Colleen Jensen, Community Services
Paul Gowans, Heritage Preservation Committee/Normandeau Society
Graeme Leadbeater, and Shannon MacDonald
Don Simpson, Chapman Riebeek

Comments:

We recommend that Council proceed with First Readings of each bylaw. Public Hearings would be held on Monday, January 16, 2006 at 7:00 p.m. in Council Chambers, during Council's regular meeting.

"Morris Flewwelling"
Mayor

"Norbert Van Wyk"
City Manager



LEGISLATIVE & ADMINISTRATIVE SERVICES
December 20, 2005

Graeme Leadbeater and Shannon MacDonald
4743 – 56 Street
Red Deer, AB T4N 2K2

Dear Mr. Leadbeater and Ms. MacDonald:

Municipal Designation of Historic Building
4743 – 56 Street

At the October 11, 2005 meeting of Council, Council passed a resolution indicating its intent to designate the Scott Residence located at 4743 – 56 Street and you were notified of Council's intent.

At the Monday, December 19, 2005 Council meeting, Council gave first readings to the following bylaws :

1. Municipal Historic Resource Designation Bylaw 3352/2005,
2. Land Use Bylaw Amendment 3156/JJ-2005.

Council must hold Public Hearings before giving second and third readings to the bylaws. Public Hearings will be held on Monday, January 16, 2006 at 7:00 p.m. in Council Chambers of City Hall during Council's regular meeting. We will advertise together the intent to designate your property as a Municipal Historic Resource and the required Land Use Bylaw Amendment. This will assist in reducing the costs for advertising should we have advertised each bylaw separately.

According to the *Land Use Bylaw*, the City requires a deposit before public advertising. An amount equal to the estimated cost of advertising, which in this instance is \$400, is required by Wednesday, December 28, 2005. You will be invoiced for or refunded the difference once the actual cost of advertising is known.

Please call me if you have any questions or require additional information.

Sincerely,

Kelly Kloss
Manager
/attach.

c E. Damberger, Parkland Community Planning Services
C. Adams, Administrative Assistant

Legislative & Administrative Services

DATE: December 20, 2005

TO: Emily Damberger, Parkland Community Planning Services

FROM: Kelly Kloss, Legislative & Administrative Services Manager

SUBJECT: Municipal Designation of Historic Buildings:
Scott Residence – 4743 – 56 Street
Bylaw 3352/2005 and Land Use Bylaw Amendment 3156/JJ-2005

Reference Report:

Parkland Community Planning Services, dated December 7, 2005

Bylaw Readings:

Land Use Bylaw Amendment 3156/JJ-2005 and Bylaw 3352/2005 were given first reading. Copies of the bylaws are attached.

Report Back to Council: Yes

Public Hearings will be held on Monday, January 16, 2006 at 7:00 p.m. in Council Chambers, during Council's regular meeting.

Comments/Further Action:

Bylaw 3352/2005 designates the Scott Residence, located at 4745 – 56 Street as a Municipal Historic Resource. Land Use Bylaw Amendment 3156/JJ-2005 reflects the proposed changes in heritage designation and updates the maps and text within the Land Use Bylaw. This office will now proceed with the advertising for Public Hearings. The City will be responsible for the advertising costs in this instance.



Kelly Kloss
Manager

/chk
attchs.

c Director of Community Services
 Land & Economic Development Manager
 Inspections & Licensing Manager
 C. Adams, Administrative Assistant
 T. Edwards, Clerk Steno

BYLAW NO. 3352/2005

Being a bylaw to designate 4743 – 56 Street as a Municipal Historic Resource.

1. WHEREAS Section 26 of the Historical Resources Act, Revised Statutes of Alberta 2000, permits Council to designate any historic resource within the City of Red Deer whose preservation Council considers to be in the public interest, together with any land in or on which it is located, as a Municipal Historic Resource;
2. AND WHEREAS the preservation of 4743 – 56 Street in the City of Red Deer appears to be in the public interest;

NOW THEREFORE COUNCIL OF THE CITY OF RED DEER, IN THE PROVINCE OF ALBERTA ENACTS AS FOLLOWS:

1. The residence at 4743 – 56 Street legally described as located in the SW 21-38-27-4, Lot 20, Block A, Plan K1, in the City of Red Deer is hereby designated as a Municipal Historic Resource.
2. This Bylaw shall come into force upon the final passing hereof.

READ A FIRST TIME IN OPEN COUNCIL this 19th day of A.D. 2005.
December

READ A SECOND TIME IN OPEN COUNCIL this day of A.D. 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of A.D. 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of A.D. 2005.

MAYOR

CITY CLERK

BYLAW NO. 3156/JJ-2005

Being a Bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of The City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, DULY ASSEMBLED, ENACTS AS FOLLOWS:

- 1 The listing of Historical Preservation Buildings and Sites as contained in the chart on page 7-5 of the Land Use Bylaw is hereby deleted and replaced with the amended chart attached hereto and forming part of the bylaw.
- 2 The "Land Use District Map G10" contained in "Schedule B" of the Land Use Bylaw is hereby amended in accordance with the Land Use District Map No. 32/2005 attached hereto and forming part of the bylaw.

READ A FIRST TIME IN OPEN COUNCIL this 19th day of December, 2005.

READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

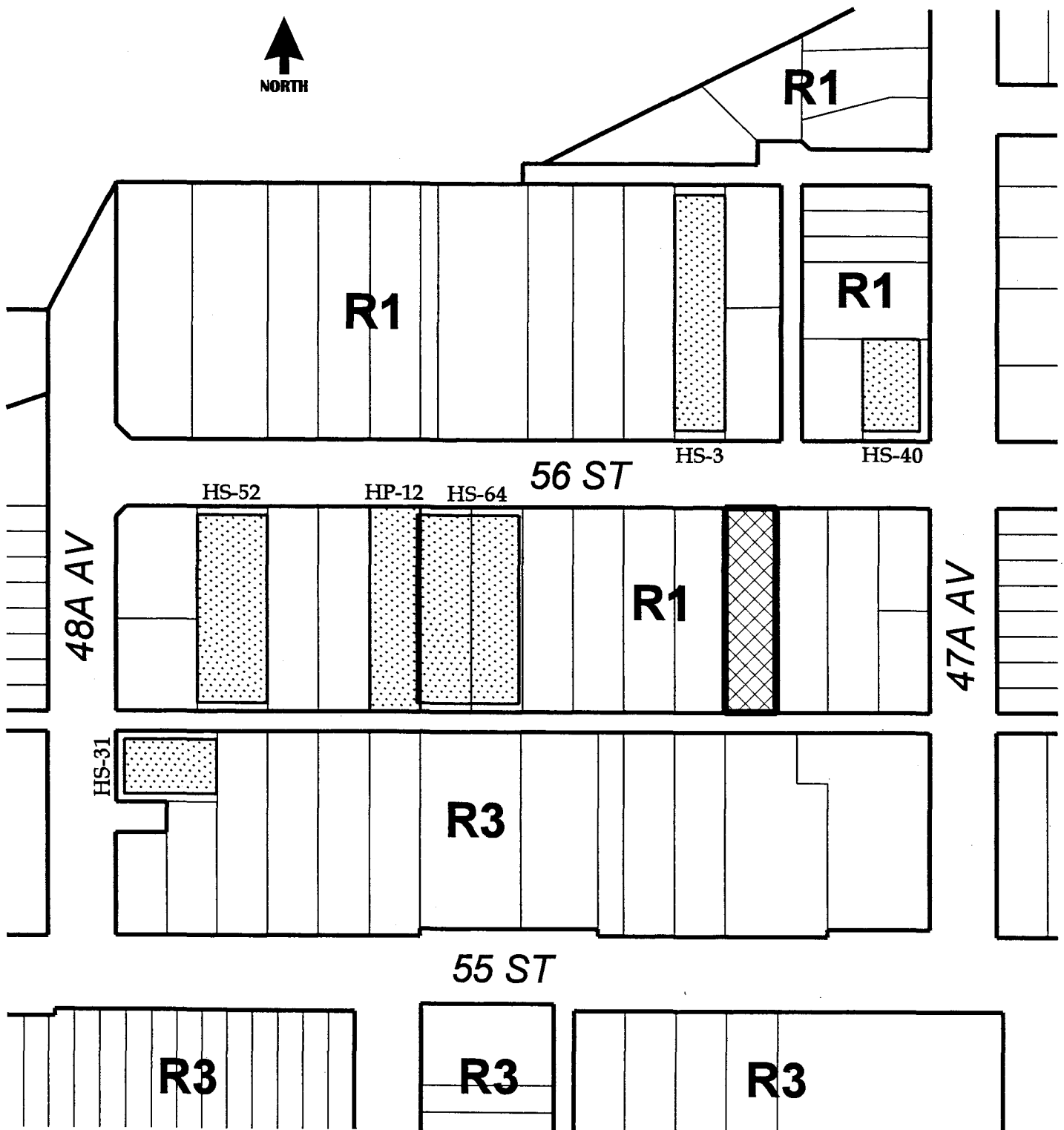
CITY CLERK

HISTORICAL PRESERVATION BUILDINGS AND SITES


PROPERTY NUMBER	BUILDING OR SITE	MUNICIPAL ADDRESS	LEGAL DESCRIPTION	DESIGNATION
HP – 1	1. Old Court House	4836 Ross Street	Lots 1-4, Block 28, Plan K	Provincial
HP – 2	2. C.P.R. Station	5000 - 51 Avenue	Lot 19, Plan 952 4241	Provincial/ Municipal
HP- 3	3. St. Luke's Anglican Church	4929-54 Street	Lots 9-11, Block 14, Plan K	Registered
HP- 4	4. Allen Bungalow	6316 - 45 Avenue	NE 1/4 21-38-27-4 which lies east of Road Plan 1264 ET	Registered / Municipal
HP – 5	5. North Cottage School	5704-60 Street	Lot S, Plan 4596 NY	Registered
HP – 6	6. Parsons House	4801-49 Street	Lots 42 & 43, Block 26, Plan 982-1122	Registered / Municipal
HP – 7	7. C. P. R. Rail Bridge	Red Deer River	SE of Plan 952 3190	Registered / Municipal
HP – 8	8. Cronquist House	Great Chief Park	Lot 1MR, Block 1, Plan 832 2386	Municipal
HP – 9	9. Red Deer Armoury (Fire Hall No. 1)	4905 - 49 Street	Lot 1, Block 27, Plan 1339 RS	Municipal
HP – 10	10. Presbyterian Ladies College	5300 - 39 Avenue	Lot 1, Block 10, Plan 892 0192	Municipal
HP – 11	11. J.J. Gaetz House	3504 - 55 Street	Lot 3, Block 1, Plan 792 1758	Municipal
HP – 12	12. Clarke Residence	4757 - 56 Street	Lot 27, Block A, Plan K1	Municipal
HP – 13	13. McIntosh House	4631 - 50 Street	Lots 38-40 Block A, Plan K8	Municipal
HP – 14	14. Gaetz Library, Presbyterian Church Steeple, and Stevenson Hall Block	Heritage Square	Lot 1, Block C, Plan 842 2027	Municipal
HP – 15	15. Scott House	4743 - 56 Street	Lot 20, Block A, Plan K1	Municipal

Note: Provincial and Registered Designations are designations assigned by the Province of Alberta to provincially significant historic resources.

The City of Red Deer *PROPOSED LAND USE BYLAW AMENDMENT*



Site to be Designated as:

A Historical Preservation Site - HP-15 

AFFECTED DISTRICTS:

R1 - Residential (Low Density)

MAP No. 32 / 2005
BYLAW No. 3156 / JJ - 2005



Legislative & Administrative Services

DATE: December 12, 2005
TO: City Council
FROM: Kelly Kloss, Legislative & Administrative Services Manager
SUBJECT: East Hill Major Area Structure Plan Bylaw Amendment 3207/A-2005

History:

At the Monday, November 21, 2005 Council meeting, Council gave first reading to East Hill Major Area Structure Plan Bylaw Amendment 3207 / A-2005.

The East Hill Major Area Structure Bylaw Amendment provides for the incorporation into the plan area and a development of a land use and servicing concept for lands that were annexed from Red Deer County in 2004. The predominant land uses in the plan area is residential with associated open spaces, park and school sites, commercial sites and public facilities.

Public Consultation Process:

A Public Hearing has been advertised for Monday, December 19, 2005 at 7:00 p.m. in Council Chambers, during Council's regular meeting. The owners of the properties bordering the site have been notified by letter of the Public Hearing.

Discussion

Attached for your information is a report from Parkland Community Planning Services indicating changes to Figures 3 and 5 of the East Hill Major Area Structure Plan Bylaw Amendment 3207 / A-2005

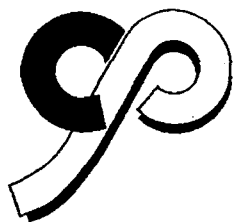
Recommendations:

That following the Public Hearing, Council proceed with:

- a) Passing a resolution to substitute the revised Figure 3 and 5 maps as presented to Council on December 19, 2005
- b) Second and third readings of the bylaw.

A handwritten signature in black ink, appearing to read 'Kelly Kloss', is written over the printed name and title.

Kelly Kloss
Manager



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Red Deer, Alberta, T4N 1X5
Phone: (403) 343-3394
FAX: (403) 346-1570
E-mail: pcps@pcps.ab.ca

DATE: December 8, 2005

TO: Kelly Kloss, Legislative & Administrative Services Manager

RE: **REVISED FIGURES 3 AND 5**
East Hill Major Area Structure Plan
(Bylaw Amendment No. 3207/A-2005)

The East Hill Major Area Structure Plan is scheduled for a public hearing on December 19, 2005. City Administration proposes minor changes to Figures 3 and 5, and respectfully requests City Council to consider these changes prior to the public hearing.

PLANNING COMMENTS

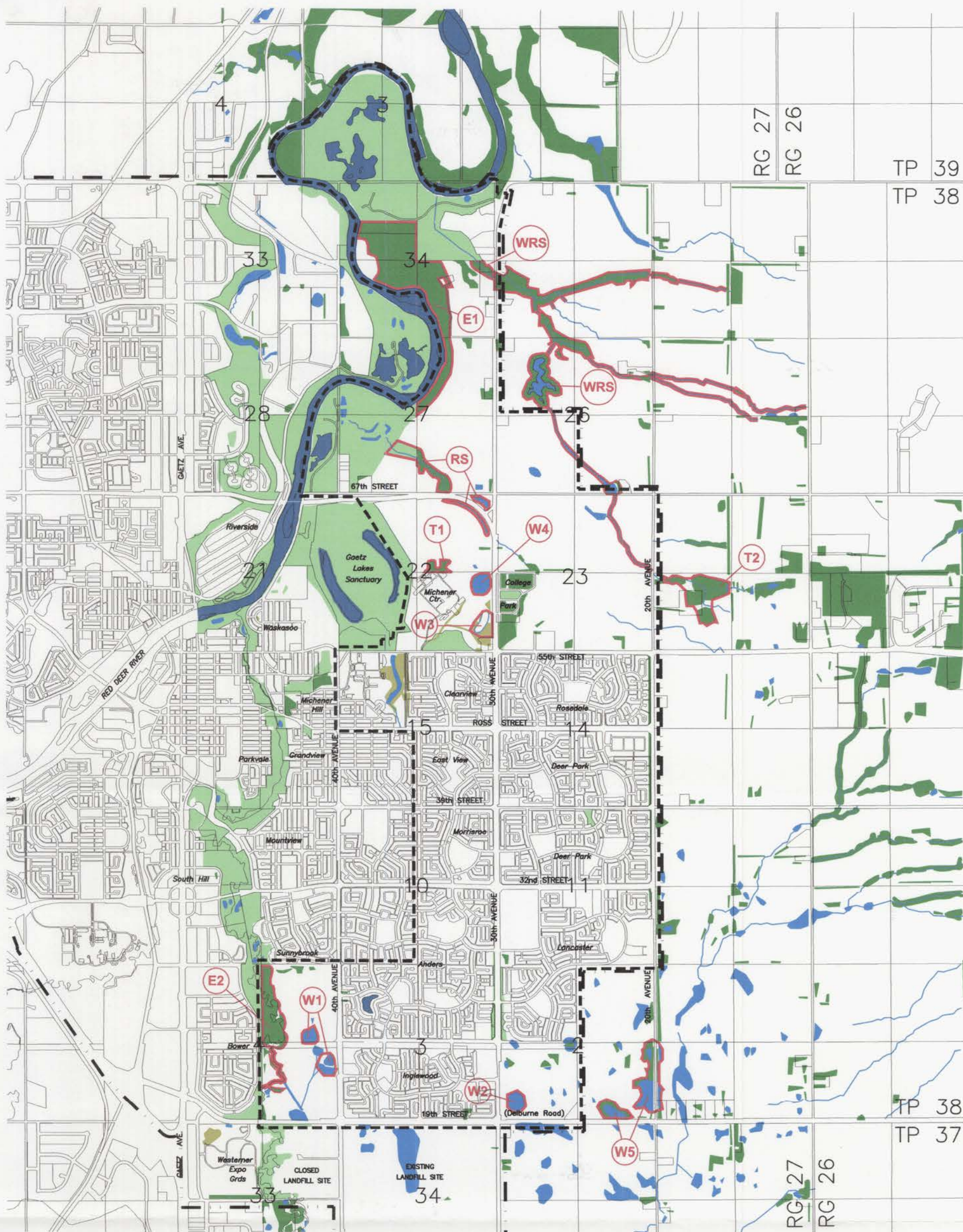
Firstly, subsequent to the first reading of the proposed bylaw amendment a landowner (the SE ¼ Section 34-38-28-4) suggested minor corrections to the boundaries and identification of natural habitat as a preservation focus area on his property (Figure 3). City Administration agrees to the proposed corrections and a revised Figure 3 is attached. The discrepancy is due to the mapping scale. Further, the intent of the East Hill Major Area Structure Plan is to identify environmental features at a high level, not to provide site specific details which will be determined when a neighbourhood area structure plan for the quarter section is prepared. At that time The City provides an ecological profile for the quarter section and requires the preparation of a Phase 1 Environmental Site Assessment, both of which will provide the necessary detail.

Secondly, at the first reading of this proposed bylaw amendment on November 21 Councillor Jeffrey Dawson inquired about access to the two high schools on the multi-neighbourhood park site at the intersection of 67 Street and 30 Avenue. It was unclear how the schools would obtain access from the two adjacent arterial roadways. Staff indicated that access would be obtained from the collector roadways and that the positions of the high school symbols on Figure 5 are conceptual and do not propose final locations for the actual schools. The final locations will be determined in conjunction with the school authorities at a future time. Although the text of the plan makes reference to this, City Administration has added a note to Figure 5 to clarify this.

The changes to Figures 3 and 5 are minor and inconsequential to the public interest and City Administration suggests that it is not necessary to re-advertise the bylaw amendment.

Please substitute the revised Figures 3 and 5 attached for the respective figures in Bylaw Amendment No. 3207/A-2005.

Johan van der Bank ACP, MCIP
PLANNER



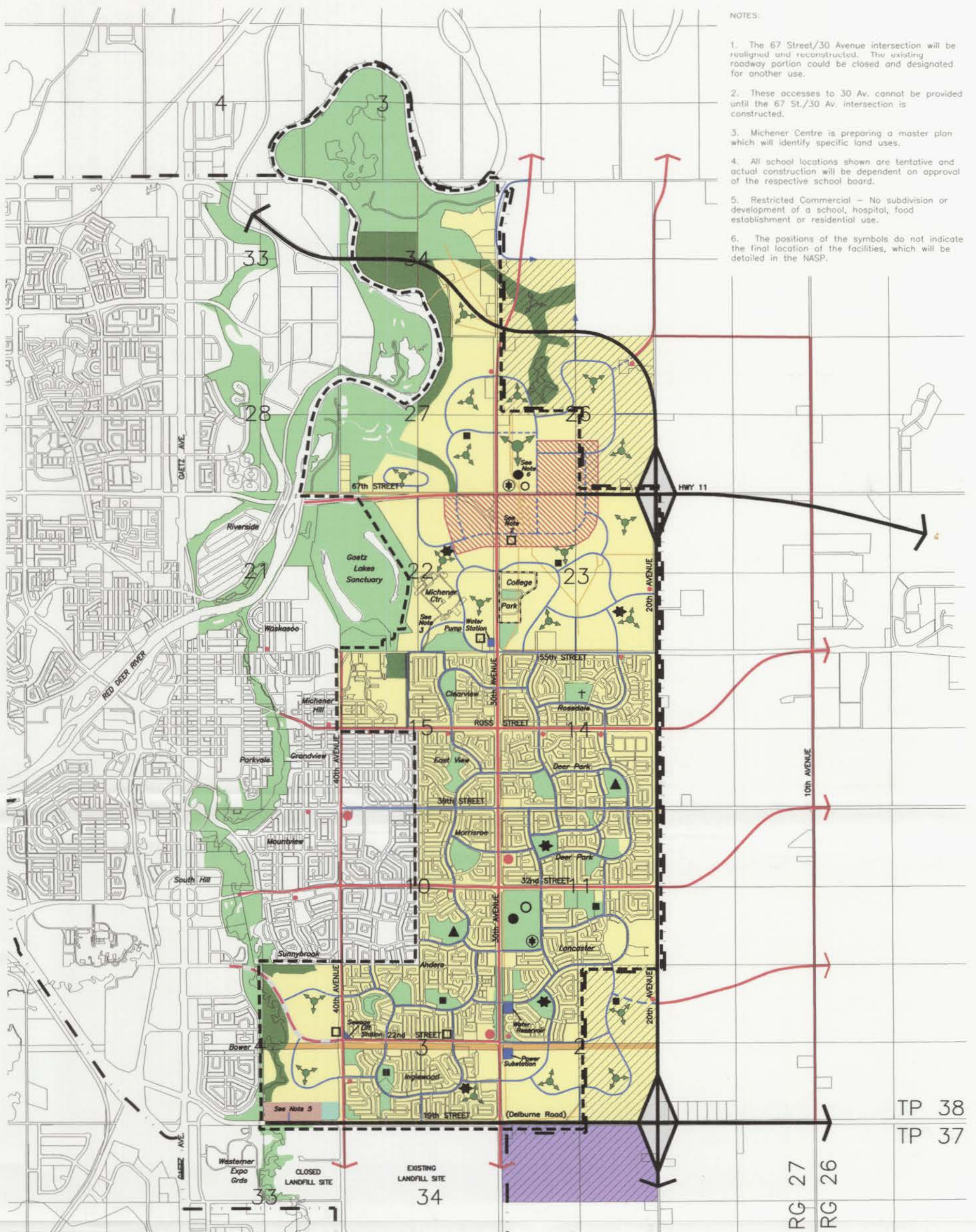
City of Red Deer
East Hill Major Area Structure Plan **Figure 3**
Tree and Wetland Natural Habitat Areas:
Preservation Focus*

- Plan Area
- City Boundary
- Existing Water Courses and Lakes
- Existing Public and/or Private Wetlands and Seasonal Streams
- Existing Public Natural Areas
- Existing Semi-Public Natural Areas
- Existing Private Natural Areas
- Environmental Preservation Focus (Refer to text for specific policies)
- W1 Wetlands
- W2 Wetlands
- W3 Wetlands & Trees
- W4 Wetlands
- W5 Wetlands & Trees
- WRS Wetland, Ravine & Seasonal Streams
- RS Ravine & Seasonal Stream
- T1 Mature Treed Stand
- T2 Seasonal Stream and Mature Tree Stand
- E1 Red Deer River Escarpment w/ Trees
- E2 Piper Creek Escarpment w/ Trees



* Information from The City of Red Deer R, P, & C Department Integrated Ecospace (Natural Habitat) Management Area Map, 1995 (updated 1998; minor updates 2004).

Revised Map



City of Red Deer East Hill Major Area Structure Plan

Figure 5 Development Concept Plan (READ WITH FIGURE 3)

- Plan Area
 - City Boundary
 - College Park ARP Boundary
 - Expressway and Grade Separation
(the need for a grade separated intersection will be determined through additional studies)
 - Arterial Road
 - Molly Bannister Dr. - Alignment Protection
 - Divided Collector Road
 - Collector Road
 - Proposed Neighbourhood Park & Trail Linkage* (See Text & Map 2)
 - Proposed Multi-Neighbourhood Park (24 ha)
- * Locations shown are conceptual and arbitrary

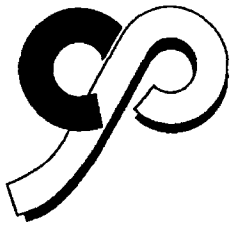
- Residential
- Existing Parks & Natural Areas
- Industrial / Limited Commercial
- Town Centre (Mixed Use - Commercial & Residential)
- Restricted Commercial
- Proposed Natural Areas
- Major Easement / R.O.W.
- Area in Red Deer County is included for conceptual purposes (potential uses shown)

- Public Utility Site
- Public Service
- Potential Emergency Services Site
- Neighbourhood Commercial Centre
- District Commercial Centre
- Multi-Neighbourhood Leisure Facility

Schools (see Note 4)

- Public K-8 School
- Public Elementary School
- Public High School
- Catholic K-9 School
- Catholic High School
- Catholic Elementary School





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FAX: (403) 346-1570
E-mail: pcps@pcps.ab.ca

DATE: November 14, 2005

TO: Kelly Kloss, Legislative & Administrative Services Manager

RE: Proposed Plan Amendment
East Hill Major Area Structure Plan
(Bylaw Amendment No. 3207/A-2005)

BACKGROUND

The East Hill Major Area Structure Plan started as the East Hill Concept Plan back in 1977. It was converted to an area structure plan in 1993 and has been amended in 1998, 2001 and 2003.

The primary purpose of the 2005 plan amendment is to incorporate into the plan area and develop a land use and servicing concept for those lands that were annexed from Red Deer County in 2004. This development concept will provide the framework for developers to prepare neighbourhood area structure plans on a quarter section basis, which precedes rezoning and subdivision.

PLAN CONTENT

The plan incorporates significant tree and wetland natural habitat areas on the basis of The City's Integrated Ecospace (Natural Habitat) Management Area Map (1995 as updated from time to time). It contains policies to encourage the preservation and incorporation into the neighbourhood design of natural habitat areas based on an ecological profile for each quarter section.

The predominant land uses in the plan area is residential with associated open spaces, park and school sites, commercial sites and public facilities.

Park site locations are shown conceptually to be more precisely determined at the neighbourhood area structure plan level where developers would have flexibility to incorporate natural habitat areas.

Arterial roadways provide a grid of main streets to carry traffic across the city and collector streets provide access to neighbourhoods. The alignment of collector roadways can be changed without a plan amendment provided the intersection points with arterial roads remain unchanged and the realignment is acceptable to The City Administration. The plan does not identify local roads which will be planned at the neighbourhood area structure plan level.

Trails are proposed along the river and creek escarpments, within neighbourhoods by incorporating natural areas and along collector and arterial roads as a separate sidewalk.

The plan identifies a conceptual location for the proposed bridge crossing and alignment of Northlands Drive to the future 20th Avenue urban expressway.

The plan proposes a town centre site which will provide approximately 58 hectares of land for commercial growth in the city up to and beyond the 115,000 population threshold (refer to *The City of Red Deer Growth Study, 2004*). The town centre is envisioned as an attractive, pedestrian-friendly shopping and entertainment district accommodating a variety of regional commercial centres (e.g. power centres, a main street centre) and mixing residential sites with commercial development to provide vibrancy and market support.

NEIGHBOURHOOD MEETING

On October 18, 2005 Parkland Community Planning Services hosted a public and landowner meeting to present the draft East Hill Major Area Structure Plan and gather community input. The meeting was advertised in the newspapers and a direct invitation was mailed to each landowner in the newly annexed lands. Seventy four persons attended the meeting.

While people took a strong interest in the overall plan directions and there was public support for the plan in general, a few concerns were raised in regards to environmental aspects and roadway proposals contained in the plan. A summary of the unresolved issues noted at the meeting and in written submissions returned after the meeting follows in the table below (ten letters were returned). Copies of all submissions received will be made available to Councillors under confidential cover.

ISSUE/CONCERN	No.	RESPONSE
55 Street Berm		
55 Street will continue to function as Highway 11 for a number of years and will carry large volumes of traffic. Traffic noise should be mitigated by a berm to protect residential development to the north of 55 Street.	1	Berming or buffering of development from 55 Street traffic will be considered during development of the Neighborhood Area Structure Plans for the developments adjacent to 55 St. Noise studies are commonly required as part of the plan.
Northlands Drive		
1) The alignment of future Northlands Drive as it curves to turn south into future 20 Avenue should be relocated to the east to avoid impacting the two acreages and farms on the NE ¼ Section 26 and the SW ¼ Section 25.	3	1) The alignment of the Northland Drive/20 Avenue curve shown on the East Hill Major Area Structure Plan is schematic and will be reviewed further as development gets closer to it and its construction becomes more immanent. As development approaches the existing acreages, they will be incorporated into the development plans. If The City requires portions of these acreages and other lands The City will consider various options available under the Municipal Government.
2) The proposed alignment of Northlands Drive does not recognize and respect natural capital. The City should include overpasses/underpasses or more	1	2) The proposed alignment of Northlands Drive is preliminary, based an initial review of many factors including: • future traffic demand and connections between

<p>innovative solutions in order to ensure that the remaining natural areas stay connected and are not isolated by the roadway.</p> <p>3) The expressway could be moved half a mile east to coincide with the existing Fortis electrical right of way, which would save farmland to build additional dwelling units and have less of an impact on existing acreage owners.</p> <p>4) It appears no public consultation was undertaken before this roadway was designed in its present location</p>	<p>1</p> <p>1</p>	<p>existing and proposed roads,</p> <ul style="list-style-type: none"> • a suitable river crossing location, • a suitable route up the escarpment considering road gradients, soil conditions, vegetation, etc. • various road design standards for the class of road proposed (e.g. curve radii, safety standards, intersection spacing, etc.) <p>Where the proposed alignment impacts natural capital the design will consider mitigating measures. Subject to budget approval, the City Administration is planning to conduct a functional design study for this road in 2006, with detailed design to follow in 2008 and construction in 2009/10.</p> <p>3) 20 Avenue will provide a more beneficial alignment for a future ring road than 10 Avenue as it is closer to the center of its service area. 10 Avenue will become an arterial road in the future, similar to 30 Avenue.</p> <p>4) The Northland Drive and 20 Avenue expressway concept was identified in the 1996 and 2004 Transportation Plans. Both plans were presented to the public and City Council.</p>
<p>Proposed 20 Avenue Urban Expressway</p> <p>1) The proposed urban expressway is not required at this time and should be located further east at 10 Avenue to be constructed when traffic volumes justify it, otherwise the road will have to be relocated in future. 20 Avenue should be an arterial roadway.</p> <p>2) The City has designated 20 Avenue as an urban expressway for a number of years. The existing berm east of Rosedale was completed in 2004 and is beautifully landscaped however it is only one metre high and will offer no mitigation from future traffic volumes on the urban expressway. It will cost the taxpayers additional money to reconstruct this berm to the standards required for an urban expressway. Why does The City allow these mistakes?</p> <p>3) The proposed expressway should have three lanes in each direction and 400 metre turning bays for each intersection to avoid additional costs in future and possible dangerous goods spills blocking traffic.</p>	<p>3</p> <p>1</p> <p>1</p>	<p>1) The need for an urban expressway will become more evident as development progresses to the north and east. 20 Avenue will provide a more beneficial alignment for a future ring road than 10 Avenue as it is closer to the center of its service area. 10 Avenue will become an arterial road in the future, similar to 30 Avenue.</p> <p>2) Berms of 1 to 1.5 m in height were built to meet City standards in place at the time that the adjacent neighborhoods were developed over the past 10 years or so. While general road alignment and cross-section elements have been anticipated, more specific road construction details will not be known until such construction becomes more imminent. While the first stage of 20 Avenue (initial 2 lanes extending from Ross Street to 55 Street) is expected to be constructed within the next 5 years, complete construction of the road may take decades. If traffic noise becomes an issue in specific areas in the future, berm height adjustments and/or wall construction may be considered.</p> <p>3) The expressway will be constructed in stages, but will ultimately allow for the construction of a 6-lane cross-section (i.e. 3 lanes in each direction) as well as left turn lanes. The length of turn lanes will be determined at the detailed design stage. The current plan also includes grade-separated interchanges at two locations, although further study will be done to confirm the need for these.</p>

<p>Highway 11</p> <p>The present alignment of Highway 11 (67 St. and 30 Ave.) presents problems in realizing the preservation focus for MacKenzie Creek. Without a grade separation it is a serious barrier to the North-South movement of pedestrians, cyclists, wildlife, and water.</p>	1	<p>MacKenzie Creek currently crosses 30 Avenue and 67 Street in two different locations. These crossings are not proposed to change in the future. Culverts provide for water crossings as well as some small animals. Pedestrians and cyclists are able to cross the road at the traffic signals at the 30 Ave / 67 St intersection. Development of the future residential neighborhoods will likely deter the movement of large animals along this corridor.</p>
<p>Molly Bannister Drive</p> <p>There is opposition to the construction of Molly Bannister Drive in order to preserve the Piper Creek valley instead.</p>	1	<p>Based on the City of Red Deer 2004 Transportation Study Update the East Hill plan identifies an alignment protection for a possible Molly Bannister Drive should it ever become necessary. The City will conduct a transportation study in 2006 to evaluate alternatives for accommodating the demand for travel between the Southeast residential areas and the commercial, office, and industrial areas of the City. Molly Bannister Drive is one option that will be considered.</p>
<p>Environmental Reserve</p> <p>The plan shows portions of private parcels as future parks. How will The City compensate landowners for these lands?</p>	1	<p>Where the plan identifies future parks, the Municipal Government Act authorizes a municipality to require the dedication of either environmental reserve in situations where specific natural features occur (or to register environmental easements where public access to these areas is not required) or municipal reserve (the latter up to 10% of the land). This occurs when the landowner applies for subdivision. The City is not required to compensate landowners for environmental reserves or easements or for up to 10% municipal reserve. The City and landowners would have to negotiate an acceptable purchase price for any additional lands required for parks.</p>
<p>Gaetz Lakes</p> <p>Gaetz Lakes is already protected as an environmental preservation area. When the West Half of Section 22 is subdivided additional environmental reserves should be dedicated along the top of the east escarpment to protect the lakes and the water quality from polluted storm water runoff.</p>	1	<p>The East Hill plan is a high level plan with broad directions. It does not analyze individual site features. At this level of plan it appears that the Gaetz Lakes reserve is adequately protected. Prior to subdivision of the West Half of Section 22 The City will, as a standard procedure, require that the developer submit a Phase 1 Environmental Site Assessment, which would identify potential development impacts, as well as a Geotechnical Study related to escarpment slope stability. There will also be public consultation including consultation with groups such as the Kerry Wood Nature Reserve. If such studies and consultation indicate that additional reserves are required to protect Gaetz Lakes, the City will do what is appropriate.</p>
<p>Michener Centre Wetlands</p> <p>There is concern about the potential lack of understanding and appreciation about the fields and particularly the natural wetland adjacent to the Michener Centre site and across from College Park. The concern revolves around the experience of this area as a pristine natural habitat for a variety of</p>	1	<p>The wetland is identified in the ecological profile as an important natural capital asset. The East Hill plan recognizes the importance of the Michener wetland by identifying it as a preservation focus area as well as a proposed park or natural area, and requires that the developer of this quarter section prepare a neighbourhood plan that incorporates the wetland.</p>

<p>wildlife and one of the best such natural areas within the city limits. It calls for more protection and preservation of this area with corridors to support this habitat area.</p>		<p>either as environmental reserve, municipal reserve or public utility lot. The East Hill Major Area Structure Plan is a high level plan and more precise analysis, planning and design follow at the neighbourhood area structure plan level, where this kind of detail will be determined. The process for the preparation of a neighbourhood area structure plan for the Michener quarter section will include public consultation where further input from people who experience wildlife within the city limits will be encouraged.</p>
<p>Environmental Conservation</p> <p>The annexation of vacant land presents an opportunity to plan for urban development that recognizes and conserves natural landscapes and utilizes the natural components of existing watersheds for storm water management. This will result in cleaner storm water runoff, linear corridors for linkages and preservation of remnant native plant and animal communities. These benefits combined should justify the preservation of existing drainage channels. The Municipal Government Act allows The City to take these drainage channels as environmental reserve. The City has taken numerous resolutions in the recent past to support a plan that puts environmental conservation efforts at a high priority.</p>	<p>1</p>	<p>The East Hill Plan is a conceptual plan and the development concept has been prepared at a broad level, not at a site specific level. For example, where the plan identifies a storm water detention pond, the location thereof is not precise and final. The final location of the pond will be determined through further studies at the neighbourhood area structure plan level. City Administration agrees that the two drainage channels at McKenzie Creek and "Timber" Creek could be identified on the development concept as proposed parks and natural areas in order to ensure that due consideration is given at the neighbourhood planning level to options for the conservation of these natural capital features and their incorporation into the plan. This could be achieved through environmental reserve dedication, municipal reserve dedication or public utility lot dedication. Based on this concern being brought to the attention of City Administration a number of roadways have been realigned to restrict the number of crossings of these two drainage channels. Some roadway crossings are however unavoidable. The revised plan better reflects the opportunities for environmental preservation of natural capital and facilitates further studies in order to confirm locations and options for preservation at the neighbourhood area structure plan level.</p>
<p>Storm Water Management</p> <p>1) The Storm Servicing Concept Map shows storm water being intercepted at 67 Street and the proposed Hwy 11 and piped without treatment directly to the river. The feasibility of constructed wetlands and retaining the flow and functions of the natural water courses (i.e. MacKenzie Creek and Timber Creek) needs to be investigated.</p> <p>2) The City's present ¼ section by ¼ section development policy precludes efficient use of the natural drainage system on ¼ sections that are straddled by a relatively large watershed. The policy needs to allow a more flexible approach to allow detention ponds and treatment facilities to align more closely with natural drainage corridors.</p>	<p>1</p> <p>1</p>	<p>1) Current City design standards include a requirement to remove the majority of suspended solids in storm water before discharging to creeks or the river. Various removal systems have been used in the City, including wetlands, wet ponds, and below ground separators. These design concepts are determined at the Neighborhood Area Structure Plan stage.</p> <p>2) The East Hill Major Area Structure Plan generally defines the greater drainage patterns and trunk alignments. More detail is provided at the NASP level.</p>

<p>Town Centre</p> <p>1) There is a concern that if the big box and power centre sites in the town centre developed too fast it could have an adverse impact on the existing Red Deer Centre (formerly Parkland Mall) by potentially diminishing its regional mall status. The mall needs 5 to 10 years to stabilize its growth and ensure additional retail in the proposed town centre complement the mix of tenants in the mall rather than adversely affect it.</p> <p>2) There is a concern with relatively small portions of the town centre being split off from the rest onto quarter sections with different landowners, which could make it difficult to develop</p>	<p>1</p> <p>1</p>	<p>1) Various landowners hold many of the parcels of land designated for commercial use, therefore the City cannot dictate when the lands are developed and marketed. The 2004 Growth Study anticipates commercial absorption in this area to occur over many years, into the 90,000 to 115,000 population threshold, however, land development may take place sooner, based on market demand and servicing capacity. Note that portions of the commercial land may not be serviced until new trunk lines are extended from the north when the first phase of Northlands Drive is built.</p> <p>2) The proposed town centre is split over several quarter sections to facilitate timely phasing of its development over ten to twenty five years, as well as to maximize the number of all-turns collector road access points and to disperse traffic flows. The East Hill plan requires that those portions of the town centre that are located on two adjacent quarter sections with different landowners are to be included in one neighbourhood area structure plan if the landowners cooperate. In the very least the plan requires "shadow planning" to be undertaken for land use, roads and services for adjacent quarter sections so as to ensure comprehensive development issues are addressed. Joint planning between adjacent landowners is not something out of the ordinary and the smaller portions of the town centre are respectively approximately 10 hectare and 14 hectare which would allow for the appropriate planning and design of these lands.</p>
<p>Landfill in SW ¼ Section 23-38-27-4</p> <p>The developer of this quarter section is requesting that all references to the landfill and its setback be removed from the plan.</p>	<p>1</p>	<p>The landfill is identified in the Land Use Bylaw and has to be recognized in the East Hill plan. If at the time of subdivision Alberta Environment approves a waiver to the landfill setback then the plan and the Land Use Bylaw could be amended to reflect this.</p>
<p>Collector Roadway Access Points</p> <p>There is a concern that policies contained in the draft East Hill plan require an amendment to the East Hill plan if a developer proposed to change the location of a collector road intersection with an arterial road.</p>	<p>1</p>	<p>While the collector road pattern may not be of great concern to the general public, the specific locations of access points onto arterials may concern the public as this could affect the flow of traffic through existing neighborhoods. This is the reason why an amendment to the East Hill plan would be required if a change were proposed to a collector access point. This is not a new policy and is a requirement in the existing East Hill plan.</p>

PLANNING ANALYSIS

This plan amendment is an initiative of The City Administration in response to annexation and continued demand for new residential and commercial growth areas. The land use concept and plan policies are supported by the "smart growth" principles contained in the Neighbourhood Planning & Design Guidelines & Standards.

The proposed town centre concept with mixed commercial and residential land uses, an integrated trail system and variety of commercial centres is in keeping with current and anticipated retail trends.

The plan develops a framework with specific requirements, including a focus on the conservation of natural capital, while allowing sufficient flexibility to ensure that detailed planning and design at the neighbourhood level can adapt to time and site specific conditions.

The proposed plan incorporates public and landowner input as well as City Administration. A number of revisions have been made during the course of plan preparation to address specific concerns.

COMMENTS FROM RED DEER COUNTY

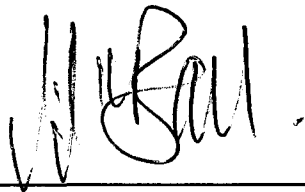
Red Deer County reviewed the draft plan and recognizes that the plan has no statutory bearing on the six quarter sections within The County's jurisdiction. The County indicated no objections or concerns regarding the draft plan provided it conforms to the Intermunicipal Development Plan.

MUNICIPAL PLANNING COMMISSION

In compliance with the *Neighbourhood Planning & Design Guidelines & Standards* this amendment to the East Hill Major Area Structure Plan was presented to the Municipal Planning Commission on November 14, 2005. On November 21 the Municipal Planning Commission will discuss the item and make a recommendation, which will be forwarded to City Council as a separate item from the November 21 Council Agenda.

RECOMMENDATION

It is recommended that City Council consider first reading of the plan amendment to the East Hill Major Area Structure Plan Bylaw Amendment No. 3207/A-2005.



Johan van der Bank ACP, MCIP
PLANNER



Date: November 21, 2005
To: Legislative & Administrative Services Manager
From: Municipal Planning Commission
Re: East Hill Major Area Structure Plan
Proposed Amendment
Bylaw Amendment No. 3207/A-2005

On November 21, 2005 Municipal Planning Commission gave consideration to a report from Parkland Community Planning Services regarding the proposed amendments to the East Hill Major Area Structure Plan. The focus of the amendments is to incorporate into the plan area and develop a land use and servicing concept of those lands which were annexed from Red Deer County in 2004. Following discussion the following resolution was introduced and passed.

"Resolved that the Municipal Planning Commission recommend that Council of the City of Red Deer considers first reading of the plan amendment to the East Hill Major Area Structure Plan Bylaw Amendment No. 3207/A-2005."

The above is submitted for Council's consideration.

A handwritten signature in cursive script, reading 'Morris Flewwelling'.

Mayor Morris Flewwelling
Chairperson, Municipal Planning Commission

/lk

c Johan van der Bank, Parkland Community Planning Services

Kelly Kloss

From: Norbert Van Wyk
Sent: December 16, 2005 4:22 PM
To: Martin Kvapil; Kelly Kloss
Cc: Tony Lindhout
Subject: RE: 1st Reading, Dec 19/05 -- Rezoning of Pt SE 3-39-27-4

Thank you Martin. I am comfortable with that.

Norbert.

From: Martin Kvapil
Sent: December 16, 2005 4:14 PM
To: Kelly Kloss; Norbert Van Wyk
Cc: Tony Lindhout
Subject: RE: 1st Reading, Dec 19/05 -- Rezoning of Pt SE 3-39-27-4

Norbert and Kelly,

PCPS's position on this matter is to continue these lands within the A1 district, as being proposed Monday for 1st reading. Prior to a public hearing, departmental referrals would be sent out regarding Norm Chiles' request for P1 zoning as the above lands have never been proposed for P1 zoning throughout this bylaw process.

Martin

-----Original Message-----

From: Kelly Kloss
Sent: December 16, 2005 12:55 PM
To: Martin Kvapil
Cc: Norbert Van Wyk; Tony Lindhout
Subject: FW: 1st Reading, Dec 19/05 -- Rezoning of Pt SE 3-39-27-4

Hi Martin,

Can you contact Norbert today or Monday AM and let him know what your position is on this.

Thanks

Kelly

From: Norbert Van Wyk
Sent: Fri 2005/12/16 8:52 AM
To: Kelly Kloss
Subject: RE: 1st Reading, Dec 19/05 -- Rezoning of Pt SE 3-39-27-4

2005/12/19

Hi Kelly,

I need to know Martin's position on this prior to the meeting.

Norbert.

From: Kelly Kloss
Sent: December 16, 2005 7:52 AM
To: Martin Kvapil
Cc: Christine Kenzie; Nona Housenga; Norbert Van Wyk
Subject: FW: 1st Reading, Dec 19/05 -- Rezoning of Pt SE 3-39-27-4

Hi Martin,

Could you be ready to provide your comments to Council on Monday regarding this request from Chiles. I have acknowledged his email already. Thanks

Kelly

From: Chiles Homes Ltd. [mailto:chilesho@telus.net]
Sent: Thu 2005/12/15 4:24 PM
To: Kelly Kloss
Cc: Martin Kvapil
Subject: 1st Reading, Dec 19/05 -- Rezoning of Pt SE 3-39-27-4


Kelly:

I have attached a letter that I would ask Council to consider in the above regard.

Parkland Community Planning Services has already submitted their proposal for the December 19th agenda and this is after the fact.

Thank you for your help with this.

N. Chiles

 Add FUN to your email - [CLICK HERE!](#)

[This message has been scanned for security content threats, including computer viruses.]

2005/12/19

**CHILES DEVELOPMENT CORPORATION LTD.
403C - 39015 Highway 2A
Red Deer County AB T4S 2A3**

15 December 2005

Members of City Council
c/o Legislative and Administrative Services
City of Red Deer
Box 5008
Red Deer AB T4N 3T4

Attention: Kelly Kloss, Manager

Re: Dec. 19th First Reading -- Rezoning Pt SE 3-39-27-4 -- Newly Annexed City Lands

After considerable thought on this matter, we would ask that the portion of SE 3-39-27-4 (22 acres) in the newly annexed lands be rezoned to **P1** (not A1), **and that the City acknowledge the active development permit for the gravel pit on these lands, which permit was issued by Red Deer County -- D-042-98.** We recognize that, under normal circumstances, a gravel pit is neither a permitted nor a discretionary use under P1, however, annexation took place long after our gravel pit development permit was issued by the County.

An application was submitted to the City of Red Deer, October 19, 2005, for a development permit to construct a bridge and develop a 9-hole golf course on the 22-acre portion that now falls under the City's jurisdiction. But that development permit cannot be processed unless these lands are zoned to a City land use district.

It makes sense that these lands only be rezoned one time rather than to turn around right away and request rezoning again in order to facilitate our development permit application.

Yours truly,

CHILES DEVELOPMENT CORPORATION LTD.

Norman Chiles,
President

cc Martin Kvapil, Planner; Parkland Community Planning Services

Backup**Christine Kenzie**

From: Johan VanderBank
Sent: November 24, 2005 3:36 PM
To: 'dugask@kemex.com'
Cc: Christine Kenzie
Subject: City Council/East Hill Plan

Kris, basically you just need to show up at the public hearing on December 19 at 7:00 p.m. and request to speak to City Council. You would then be given an opportunity to present your thoughts verbally. If you wished arrangements could be made for you to use audiovisual equipment. It would be good if you could advise Legislative & Administrative Services (Christine Kenzie) at City Hall that you want to speak at the public hearing, just so they know how to schedule items on the Council Agenda.

You can call Christine at 342-8201.

Johan van der Bank ACP, MCIP
Planner, Parkland Community Planning Services
Red Deer, Alberta, Canada
Phone: (403) 343-3394 Fax: 346-1570

-----Original Message-----

From: Kristine Dugas [mailto:dugask@kemex.com]
Sent: November 24, 2005 1:17 PM
To: Johan VanderBank
Subject: RE: Michener wetlands

Yes, I would.

What are the parameters -- time, time limits, format, etc.

From: Johan VanderBank [mailto:Johan.VanderBank@pcps.ab.ca]
Sent: Thursday, November 10, 2005 3:53 PM
To: dugask@kemex.com
Cc: Emily Damberger
Subject: RE: Michener wetlands

Kris, the East Hill plan will be considered by Municipal Planning Commission on November 14 at 9:30 am in Council Chambers at City Hall. Then it goes to City Council for first reading on November 21. It will then be advertised for four weeks and go back to City Council for final consideration and adoption on December 19.

Please let me know if you want to make a presentation to City Council at the public hearing on December 19.

Johan van der Bank ACP, MCIP
Planner, Parkland Community Planning Services
Red Deer, Alberta, Canada
Phone: (403) 343-3394 Fax: 346-1570

-----Original Message-----

From: Kristine Dugas [mailto:dugask@kemex.com]

Sent: November 10, 2005 3:49 PM

To: Johan VanderBank

Subject: RE: Michener wetlands

Dear Johan:

Thanks for alleviating a bit of my anxiety on this front. I will continue to monitor developments as this structure plan proceeds & would greatly appreciate hearing from you about any developments, follow-on meetings, focus groups, or stakeholder sessions you may hold regarding it.

Part of my concern arises from my experience of the last 2-3 years. When plans for the East Hill manufactured wetland were discussed at the Park & Rec Board, I brought up the need to protect this same existing natural wetland at the meeting. At that time, the representatives from the City had little response. I stressed the issues of wildlife corridors, songbird habitat, and rare wildflower habitat. I received no assurances that the natural wetland was worth protecting – it didn't seem that anyone even knew it existed. And perhaps they didn't at that time.

My concern was that the plan was to make one super pond handle all water woes, with the aim to hand over the rest of the land to the developers. Working in the engineering field, I know how arrogant we engineers can be about our "solutions." I had also spoken with Grant Moir subsequently at a Trails Master Plan meeting; he had considered it a great victory to have gotten the manufactured wetland "seeded" with natural plants from the area it displaced. I, too, was delighted. But because the focus was still on just that one corner of the wetland, not also on the whole area ranging directly across from College Park, I remained concerned that the City might be thinking in terms of exchange. In general, it has been my experience that voices other than Engineering and Development are not heard quite as clearly.

I am glad to know that Grant has already profiled this wetland in the intervening time period. That is such an important step to preservation.

Of course, there are still other issues, such as fragmentation of habitat.

In closing, I have been elected Chair of the Recreation & Parks Board for 2006. If there are any aspects of the East Hill Area Structure Plan that would be appropriate for our Board to discuss as issues or alternately to hear from you/your staff purely in terms of updates of information, please don't hesitate to suggest them.

Regards,

Kristine Dugas

Process Engineer, Kemex Engineering



Phone 403-340-0394

Fax 403-340-3894



Email dugask@kemex.com

From: Johan VanderBank [mailto:Johan.VanderBank@pcps.ab.ca]
Sent: Monday, October 31, 2005 11:44 AM
To: dugask@kemex.com
Subject: Michener wetlands

Kris, I've read your letter again and I want to personally thank you for the wonderful description of the Michener wetland. I will definitely go out there one evening to experience this, as I and my family love nature as you do. Grant Moir is The City's biological coordinator and he and his team spend most of their time surveying areas like these. A few years ago Grant prepared a thorough ecological profile of this wetland and updated it just last year. The East Hill plan is based on that ecological profile and it certainly calls for the preservation of the wetland. If you were able to compare the proposed East Hill plan with the existing East Hill plan you would perhaps have a different opinion on the plan's intent to preserve wetlands like these. There is a huge improvement to incorporate the natural capital into neighbourhood area structure plans, and the East Hill plan provides the framework to do that. As I said earlier, the plan is a high level plan, and more precise analysis, planning and design follow at the next level, where adaptations can and will be made if necessary. Those lower level plans too will go through public consultation and we will be hoping that people like yourself will maintain your strong interest and be able to provide your input at that time.

Thanks again for a wonderfully enjoyable description of nature.

Johan van der Bank ACP, MCIP
Planner, Parkland Community Planning Services
Red Deer, Alberta, Canada
Phone: (403) 343-3394 Fax: 346-1570

-----Original Message-----

From: Kristine Dugas [mailto:dugask@kemex.com]
Sent: October 28, 2005 4:15 PM
To: Johan VanderBank
Cc: Grant Moir
Subject: RE: East Hill Structure Plan Comments

I am particularly concerned about the potential lack of understanding and appreciation about the fields and particularly the natural wetland adjacent to the Michener Centre site and across from College Park.

It is not good enough to merely "remind" us of our heritage in planning a Towne Centre when we have the opportunity, if only we seize it, to incorporate our heritage into our daily lives by preserving open spaces and allowing us to live with wildlife. This area is not like any other farmland. This area borders Gaetz Lakes, MacKenzie Trails, Riverbend. Don't relegate it to a sliver of life. Don't miss the opportunity to create something ecologically healthy and strong. **We won't get another such opportunity in our city's history.**

Use your imagination. I ask you -- what if Gaetz Lakes had been allowed to be an amusement park, as some had wanted it to be years ago? It's unthinkable now. Go see the destruction inside Kln Canyon if you don't understand what I am talking about, when you reduce natural areas to slivers, with lots of residential development surrounding. Go off trail a ways, and see what has been done. Then think about what will happen to Gaetz Lakes.

Furthermore, it is good enough, to say that we value natural features and wildlife corridors and then write "strategies for the actual preservation of these focus areas may not be in place at the time of adopting this plan." The wildlife and future citizens of Red Deer deserve more. No lip service please!

I am responding to the East Hill area structure plan from several perspectives:

- As an 8-yr resident of Eastview Estates.
- As a member of the Steering Committee of the Recreation Parks and Culture *Trails & Pathways Master Plan*.
- As a professional engineer, who also has an undergraduate degree in botany.
- As an avid user of our trail system, hiking, biking, and skiing our trails typically 2-3 hours each day/evening/night.

Regarding the natural wetland adjacent to the Michener Centre site and across from College Park. This wetland looks unassuming. But believe me, it is so alive, so vibrant.

I have heard more songbirds there than any other location in Red Deer. It deserves to be preserved, to have a census taken of the bird and plant species it supports. It is an amazing place at dusk and dawn in spring and summer. There are yellow lady slippers in that wetland. And in the fall, I have even seen rare migrating cranes stop there.

As beautiful as the manufactured wetland south of this site is, and I now include it, too, almost daily around dusk, I have yet to see any creatures other than a few ducks, geese, and frogs there. It cannot compare to the living diversity of that unassuming natural wetland. Will it/can it be a magnet for songbirds, deer, and moose with such a significant human presence? It encourages us to walk and explore, as it should. Which means it is, in itself, not quite sufficient as a wetland -- if it can't provide animals with the habitat and the security they need. We all know that songbird species are in precipitous decline worldwide. We all know that some of our most beloved species, like loons, require solitude.

The fields in this area are also more than just a wildlife corridor. There is an ecosystem here. Life emerges after dusk and before dawn, and so it does not exist to a developer, who sees nothing but empty fields. This life seems also to have remained invisible to those who composed the area structure plan.

A sampling of the life I have witnessed here includes: a cow moose suckling her newborn in a thicket, a snowy owl seizing a mouse in the moonlight, hawks in flight, coyote pups playing hide and seek in fallen logs, a family of eight skunks on the move in twilight, golden porcupines in trees and in transit. I have had a buck bugle me away from his herd of does in a fall evening, come across does with their twin fawns, nearly rear-end a moose cow with her calf in the night. Moose and deer and coyote are here at night most nights. They are magnificent to watch. All of this in the heart of a city, where you can see the aurora borealis dance across the sky because it is not lit up with commercial lights. It is peaceful, beautiful, restful.

I look at this portion of the area structure plan and I see everything all cut up, no provision for this wildlife, no habitat, no corridors. It is as if nothing lives here now, as if nothing exists, as if none of you planners has seen anything living here at all.

This fills me with a great sadness, to see the home that I love so blind to its own beauty, its own uniqueness.

Kris Dugas

Process Engineer

Kemex Engineering



Phone 403-340-0394

Fax 403-340-3894



Email dugask@kemex.com

From: Johan VanderBank [mailto:Johan.VanderBank@pcps.ab.ca]

Sent: Monday, October 24, 2005 1:36 PM

To: Johan VanderBank

Subject: East Hill Plan Comments

I would appreciate it if you would provide to me by the end of this week (October 28) any comments you may have on the draft City of Red Deer East Hill Major Area Structure Plan. I sent you a copy of the draft plan in PDF format by email over the past two weeks.

Thank you

Johan van der Bank ACP, MCIP

Planner, Parkland Community Planning Services

Red Deer, Alberta, Canada

Phone: (403) 343-3394 Fax: 346-1570

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Christine Kenzie

From: Johan VanderBank
Sent: December 13, 2005 10:28 AM
To: Christine Kenzie
Cc: Emily Damberger
Subject: FW: East Hill MASP

Christine, Bob Northey also wants to make a presentation at the public hearing. This makes it four presentations (PCPS's included). I think you may have to allow up to two hours to complete this item in the meeting schedule.

TOLD JOHAN TO CONTACT THESE PEOPLE - LIMIT PRESENTATIONS TO 10 MIN.

Johan van der Bank ACP, MCIP
Planner, Parkland Community Planning Services
Red Deer, Alberta, Canada
Phone: (403) 343-3394 Fax: 346-1570

-----Original Message-----

From: bnorthey [mailto:bnorthey@Telusplanet.net]
Sent: December 11, 2005 5:39 PM
To: Johan VanderBank
Subject: EH ASP

Johan:

Thanks for the updated map. Looks a little better. I will still never agree with the reasons for IDing our two parcels in the ASP as private natural areas. It just doesn't make any sense as far as I'm concerned. Someone from the city will have to give me a better explanation than the one's that have been presented. In the case used, all parcels with any amount of trees on them would be natural areas and we know that ain't going to happen.

So I will speak at the hearing and let them know my concerns. I will also ask why none of the parcels on the NE of -34 were not I.D. the same way. There must be a reasonable explanation some where.

Anyway we will agree to disagree with this green area and I hope your right it won't come back to haunt me at a later date!!

Thanks for all your help and understanding and it's been a pleasure working with you.
Best of luck at your new location..

Thanks,
Bob Northey

[This message has been scanned for security content threats, including computer viruses.]

Christine Kenzie

From: Johan VanderBank
Sent: December 12, 2005 6:10 PM
To: 'Blake'
Cc: Christine Kenzie
Subject: RE: East Hill Structure Plan, FW: correspondence with Riparia Ltd

Hi Tony. Thanks for giving me a heads-up, it is an honourable business practice of you. I have forwarded a copy to Tom Warder at the City's Engineering Services Department so that they know and can prepare themselves to reply to relevant questions from City Councillors at the public hearing.

Christine, based on the attached email from Tony Blake as well as the fact that Kristine Dugas (Recreation & Parks Board chair) indicated she may want to make a presentation as well, **I would suggest that you set aside at least one hour for the public hearing on the East Hill plan to allow for three presentations and question time.**

Thanks
Johan

Johan van der Bank ACP, MCIP
Planner, Parkland Community Planning Services
Red Deer, Alberta, Canada
Phone: (403) 343-3394 Fax: 346-1570

-----Original Message-----

From: Blake [mailto:tonyblake@shaw.ca]
Sent: December 10, 2005 11:34 AM
To: Judy Boyd
Cc: Margaret Coutts; Bertha Ford; Eileen Ford; Bill Heinsen; Bob Kruchten; McIlroy, Pearson; Doug Pedersen; Red Deer River Naturalists; Don Wales; 'Keith Kline'; 'Jenny Boyd'; Bob Johnstone
Subject: East Hill Structure Plan, FW: corespondence with Riparia Ltd

Judy,

Riparia Ltd. is a consulting firm from Calgary, specializing in storm-water management. Yesterday I spoke with the chief designer, and he was kind enough to direct me to some useful links on alternative methods of municipal watershed management: Please have a look - they contain some great information that applies directly to our land-use situation here in Red Deer:

http://www.waterbalance.ca/waterbalance/dynamicImages/749_WBM_InternationalWaterAssoc_C
- presentation to the 10th annual International Water Association Conference held in Calgary this September:

<http://www.urbanswm.ab.ca/incentives.asp> - Urban Stormwater, Bow River Basin Council, 2002

The bottom line is that storm water management has come a long way in the last few years. We have new technologies that have been proven in our climate, as well as innovative methods of controlling inputs, financing infrastructure, and assessing usage charges. It's also encouraging to note that the BRBC site supports our position that

location and size of facilities should be determined as early as possible in the planning process.

I am continuing to contact city councillors individually, and I intend to make a presentation at the meeting on Dec.19 asking council to defer approval of the East Hill Structure Plan until alternative drainage designs and non-motorized corridors are investigated.

Tony Blake
Red Deer, Alberta
(403)346-7379
tonyblake@shaw.ca

-----Original Message-----

From: Blake [<mailto:tonyblake@shaw.ca>]
Sent: Friday, December 09, 2005 10:34 PM
To: 'Bernard Amell'
Subject: RE: Red Deer maps etc.

Bernie,

Thanks for the links about the Water Balance Model. They make a very compelling case for Red Deer to pursue some alternate design strategies, and I've already sent the link to the PowerPoint presentation to a couple of city councillors. I am also delighted to learn that we both see the same potential (and potential problems) for the annexed land.

Regarding your questions:

...peak flow attenuation and sediment and nutrient capture

- after significant flooding problems in the 1980's, the city became a believer in storm-water detention ponds and their design concept map includes at least one per quarter section. They are beginning to incorporate wet-ponds to improve water quality but all outfalls still go directly to the Red Deer River or Waskasoo Creek.

...have long term effects on stream hydrology, pollutant loads and bed and bank stability been performed? I'm almost certain that there have not been any hydrological studies of the creeks themselves, however the city is very conscious of stability hazards and therefore areas close to steep banks will be designated as environmental reserve.

Would the stream benefit from sustained low levels of flow?

The photo of the stream bed is quite typical for all reaches of both streams, there are only occasional spots where standing water can be found. Since benthic life is sparse to non-existent, I believe any reasonably clean and dependable flow would be a net improvement over present conditions. Naturally someone more qualified than myself should make that determination, but the alternative to filtered stormwater may be no water at all after the watershed is urbanized.

Has a Water Balance Model been performed...?

No. However I did an informal investigation after a 35 mm. rainfall on September 11. I checked the flow at various culverts and there was no noticeable increase in either system. I'll certainly do my best to sell the idea of doing a water balance analysis before the structure plan is approved.

Has a landscape ecologist assessed potential for the preserved open space system to ensure that the intended ecological functions will be maintained?

To its credit, the city has done a systematic inventory of natural capital both inside and outside its boundaries, but unfortunately the importance of conserving the natural functions of natural areas isn't properly appreciated yet. They are still quite happy to preserve natural looking "islands" that are gradually being degraded and overwhelmed by the development that surrounds them. I see the use of the two creeks for storm-water management as a key strategy to linking the islands together and shifting the development emphasis away from imposing an arbitrary network of roadways on top of the landscape.

I'm attaching a couple of documents that will give you more background: one from the Red Deer River Naturalists expressing our concerns about the structure plan; and another containing the response of the city administration to public comments.

I would also like to send you the concept maps from the main structure plan document. Unfortunately they can't be separated from the main document so I will send you the whole thing in a separate e-mail.

Thanks for all your help and encouragement.

Tony Blake
Red Deer, Alberta
(403)346-7379
tonyblake@shaw.ca

-----Original Message-----

From: Bernard Amell [mailto:bamell@prairiesky.ab.ca]

Sent: Friday, December 09, 2005 2:21 PM

To: 'Blake'

Subject: RE: Red Deer maps etc.

Blake

On the East Hill land use plan is the area that you are referring to the NE portion. As I read the plan there is a fairly wide greenway that is to be kept. If this is so that stage is set for Low Impact Development practices. If the City chooses it could have all drainage use this re-worked "creek". There should only have to be piped portions at roadway crossings. On the other hand, without a Water Balance approach and some peak flow attenuation and sediment and nutrient capture, the water quality and bed and shore stability of the creek will be compromised. This will require either a comprehensive and well monitored system of site best management practices (BMP's) or the provision of wetlands or other features to buffer flow rates and sediment transfer to the stream. Based on recent experience in Nose Creek watershed (Calgary and Airdrie), the current Alberta Environment stormwater management guidelines are not sufficient to maintain the health and stability of small streams heavily affected by urbanization.

Questions:

As part of the Stormwater Master Plan for the area, have long term effects on stream hydrology, pollutant loads and bed and bank stability been performed. Would the stream benefit from sustained low levels of flow (as compared with the present intermittent flow character)? This question relates to the possibility that prior impacts by farming activities and related land drainage efforts may have lead to an impacted condition that might not be held as the desirable pre-development condition on which to base long term planning.

Has a Water Balance Model been performed including modeling both flow rates and event volumes, as distinct from the normal continuous hydrological modelling of flow rates only?

Have there a biophysical assessment done on the existing open space with particular focus on continuity with contiguous habitats to be preserved.? Has a landscape ecologist assessed potential for the preserved open space system to ensure that the intended ecological functions will be maintained? The value of a preserved environmental corridor can be radically compromised by seemingly minor obstructions, discontinuities or temporary impacts. A prime example of this is the Nose Hill Park situation in Calgary where preserved corridors have been ineffective on maintaining intended wildlife movement from the park to the nearby creek valley habitats.

Hope this helps,

Bernie Amell
Riparia Ltd.

From: Blake [mailto:tonyblake@shaw.ca]
Sent: Friday, December 09, 2005 11:26 AM
To: bernie@riparia.ca
Subject: Red Deer maps etc.

Bernie,

Please find attached:

Red Deer north.bmp - topo map of north Red Deer

fig 5 east hill.pdf - development concept map from the city's East Hill Area
Structure Plan

Sect 27a.jpg - air photo of lower MacKenzie Creek

Sect 34a. jpg - air photo of lower Timber Creek

TimberCk 050822.jpg - Timber Creek stream channel, taken below escarpment

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Tony Blake
Red Deer, Alberta
(403)346-7379
tonyblake@shaw.ca

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**EAST HILL MAOR ARA STRUCTURE PLAN
AMENDMENT 3207/A-2005**

DESCRIPTION: Incorporation into the East Hill MASP and the development of a land use and servicing concept for lands annexed from Red Deer County in 2004.

FIRST READING: November 21, 2005

FIRST PUBLICATION: December 2, 2005

SECOND PUBLICATION: December 9, 2005

PUBLIC HEARING & SECOND READING: December 19, 2005

THIRD READING: Dec. 19, 2005

LETTERS REQUIRED TO PROPERTY OWNERS: YES ☐ NO ☒

DEPOSIT? YES ☐ \$ _____ NO ☒ BY: CITY

ACTUAL COST OF ADVERTISING:

\$ 424.32 X 2

TOTAL: \$ 848.64

MAP PREPARATION: \$

TOTAL COST: \$ 848.64

LESS DEPOSIT RECEIVED: \$

AMOUNT OWING/ (REFUND): \$

INVOICE NO.:

(Account No. 180.5901)

Legislative & Administrative Services

DATE: November 22, 2005

TO: Johan van der Bank, Parkland Community Planning Services

FROM: Kelly Kloss, Legislative & Administrative Services Manager

SUBJECT: East Hill Major Area Structure Plan Bylaw Amendment 3207/A-2005

Reference Report:

Parkland Community Planning Services, dated November 14, 2005

Bylaw Readings:

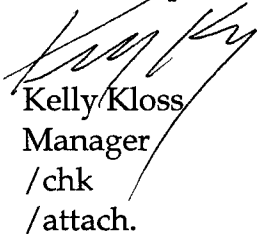
East Hill Major Area Structure Plan Bylaw Amendment 3207/A-2005 was given first reading. A copy of the bylaw is attached.

Report Back to Council: Yes

A Public Hearing will be held on Monday, December 19, 2005 at 7:00 p.m. in Council Chambers, during Council's regular meeting.

Comments/Further Action:

The East Hill Major Area Structure Bylaw Amendment provides for the incorporation into the plan area and the development of a land use and servicing concept for lands that were annexed from Red Deer County in 2004. The predominant land uses in the plan area is residential with associated open spaces, park and school sites, commercial sites and public facilities. This office will now advertise for a Public Hearing. The City will be responsible for the advertising costs in this instance.



Kelly Kloss
Manager
/chk
/attach.

c Director of Development Services
 Inspections & Licensing Manager
 Land & Economic Development Manager
 C. Adams, Administrative Assistant
 T. Edwards, Clerk Steno

BYLAW NO. 3207/A-2005

Being a bylaw to amend Bylaw No. 3207/98, the bylaw adopting the East Hill Major Area Structure Plan as a bylaw of the City of Red Deer.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

1. That Bylaw No. 3207/98 is hereby amended:

By substituting the revised plan in its entirety, including all maps and text pages attached hereto and forming part of the bylaw, for the existing plan.

READ A FIRST TIME IN OPEN COUNCIL this 21st day of November 2005.

READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

MAYOR

CITY CLERK

CITY OF RED DEER

EAST HILL

MAJOR AREA STRUCTURE PLAN

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CITY OF RED DEER

EAST HILL MAJOR AREA STRUCTURE PLAN

1.0 INTRODUCTION - Figure 1

1.1 AREA LOCATION

The plan area is shown on Figure 1 and contains approximately 37 quarter sections or 2396 ha (5920 acres) of land. Approximately 17 quarter sections of land within the plan area are fully completed City residential neighbourhoods.

On Figure 5, conceptually shown outside of the plan area are six quarter sections of land that lie within Red Deer County. These lands are beyond the statutory requirements of this area structure plan but have been included for illustrative purposes.

1.2 ENABLING LEGISLATION

The East Hill Major Area Structure Plan has been adopted by the City of Red Deer as a statutory plan in accordance with Section 633 of the *Municipal Government Act*. This section describes an area structure plan as providing a framework for subsequent rezoning, subdivision and development of an area of land. In addition to this plan it is The City's policy to require individual neighbourhood area structure plans for each quarter section of those lands that are serviceable, prior to considering land use districting and subdivision. These plans must comply with the East Hill Major Area Structure Plan (refer to Section 1.4.5 and Section 6.1 for additional information).

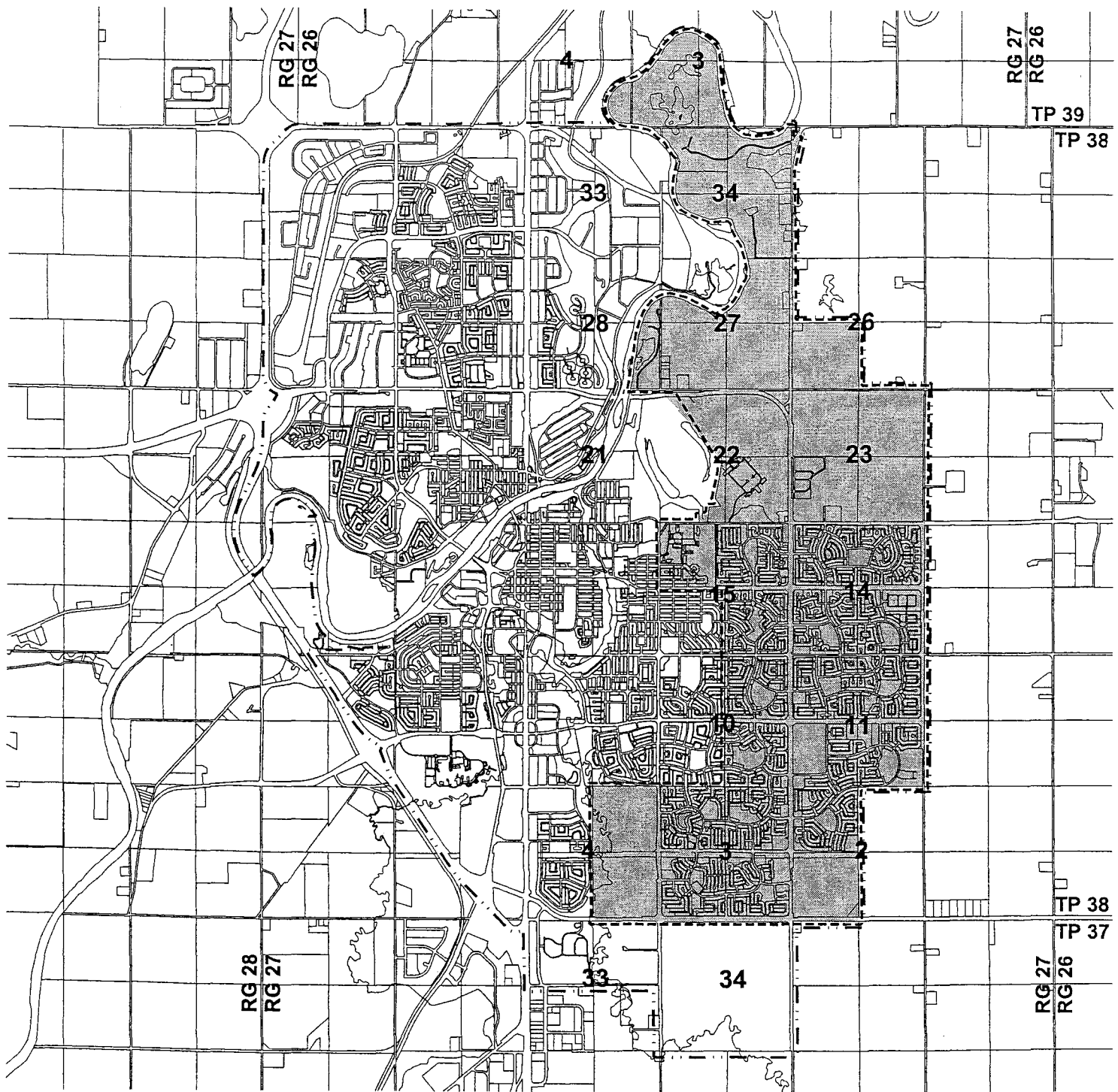
1.3 BACKGROUND

The East Hill Major Area Structure Plan has its origin in the original East Hill Concept Plan prepared in 1977-1978 containing 17 quarter sections of land with an area of 1100 hectares (2720 acres). At that time only four of these quarter sections were located inside the City and the remaining 13 quarters were located in Red Deer County.

The original East Hill Concept Plan has subsequently been amended by City Council in 1985 and 1989, it was converted to an area structure plan in 1993 and again amended in 1998, 2001, 2003 and 2005. During this time the plan responded to changes in Provincial legislation, City boundary expansions that added undeveloped and annexed lands to the plan, updated land use, servicing and transportation information, and the need to identify environmentally significant natural areas and school and commercial locations.

1.4 PLANNING FRAMEWORK

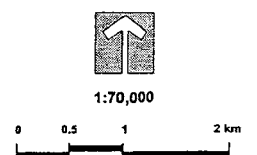
The East Hill Major Area Structure Plan is one of a series of inter-related planning documents adopted by the City of Red Deer. The following City planning documents were referenced in the preparation of the East Hill Major Area Structure Plan ensuring that all plans are consistent with each other.



City of Red Deer East Hill Major Area Structure Plan

Figure 1
Key Plan

- Plan Area
- City Boundary



1.4.1 City of Red Deer Strategic Plan

The City's Strategic Plan provides purpose and guiding principles focusing on City direction in the areas of Community Development, Economic Development, Organization Development and Financial Development. The Strategic Plan specifically addresses community and land use planning. Regularly updated at three year intervals, the Strategic Plan is a current and relevant guideline for the sustained operation and growth of the City of Red Deer.

1.4.2 The City of Red Deer 2004 Growth Study

The City of Red Deer 2004 Growth Study focuses on land absorption rates and land inventory requirements for industrial, residential and commercial land uses within the city over the next 50 years. The update reflects changes in development trends, environmental management initiatives, existing land use, population forecasts, servicing, and transportation. The study is used to identify potential growth areas and generate future short, medium and longer term growth strategies for the city.

1.4.3 Intermunicipal Development Plan

The *Intermunicipal Development Plan* exists to facilitate land use planning cooperation between the City of Red Deer and Red Deer County. It is consistent with the provisions of the *Municipal Government Act* and the individual municipal development plans of the City and County. This plan exhibits a cooperative approach to land use planning matters in and around the City to provide for the future expansion of the City and to allow compatible development in the County without impeding the orderly expansion plans of the City.

1.4.4 Municipal Development Plan

The City of Red Deer Municipal Development Plan contains broad policies for guiding growth and change in the City. It focuses on the type, quality and direction of land use and development, and related issues. The Plan is vital to ensuring that the high quality of life valued by City residents is maintained as new growth occurs. As directed within the *Municipal Government Act*, The City of Red Deer's *Municipal Development Plan* addresses future land use, the process and order of future development, and the provision of services and facilities to accompany this growth.

1.4.5 Area Structure Plans and Area Redevelopment Plans

Area structure plans are usually prepared for undeveloped lands. The City of Red Deer uses two different categories of area structure plans, namely the major area structure plan and the neighbourhood area structure plan. Major area structure plans, such as this document, illustrate broad, long term transportation and land use development strategies for large areas/multiple quarter sections of land. A neighbourhood area structure plan generally encompasses approximately one quarter section (65 ha) of land and provides a significantly greater level of development detail and for a shorter time horizon. This would include housing types, the location of all roadways, lanes, and schools, requirements of public facilities such as parks, trails, churches and social care sites, population density, sequence of development and servicing details. Neighbourhood area structure plans form the basis for future zoning, subdivision and development decisions at the community or neighbourhood level.

Related to area structure plans is a planning tool known as an area redevelopment plan. This is a statutory plan covering an area of existing, mature and often older development in the City. Its

preparation is of necessity community driven, and its policies and land use concept outline directions for the rehabilitation, redevelopment and enhancement of specific sites, housing districts, shopping areas, and generally the public realm including streets and parks.

1.4.6 Land Use Bylaw

The City of Red Deer Land Use Bylaw is designed to regulate and control the subdivision, development and use of lands and buildings within the City to achieve orderly, economical and beneficial development for the overall greater public interest. The Land Use Bylaw divides the City into land use districts that prescribe both permitted and discretionary uses of land and buildings. The Land Use Bylaw implements the policies and objectives outlined in the *Municipal Development Plan*, area structure plans and area redevelopment plans.

1.4.7 Neighbourhood Planning Guidelines & Standards

The City of Red Deer *Neighbourhood Planning Guidelines & Standards*, as amended from time to time, provides guidelines and standards based on smart growth principles for the planning and design of neighbourhoods including neighbourhood form, housing, trails and linkages, roadways, transit, active and passive parks, school sites, leisure facilities, natural environment and heritage, social health and safety. This document provides the requirements for a neighbourhood area structure plan, the subdivision approval process, and park development templates.

1.4.8 Red Deer Growing Smarter: Design Elements and Ideas for New Residential Neighbourhoods

This document provides vision and principles for the development of sustainable neighbourhoods through a set of 50 design elements. It provides background information on City of Red Deer strategic planning framework, the evolution and overview of Red Deer's neighbourhood planning policies and standards, and outlines planning principles of major planning movements and practices throughout North America (as current in 2002). This document has been referenced during drafting of, and to some extent forms the basis of certain elements in, the *Neighbourhood Planning Guidelines & Standards*.

1.4.9 Discussion Paper on Environmental Initiatives – April 2004

The Discussion Paper on Environmental Initiatives was approved by City Council in April, 2004. Council resolved to adopt a conservation and reduction philosophy in all new developments and redevelopments throughout all levels of the organization with this to be reflected in the 2005-2008 Strategic Plan. The Paper contains a comprehensive overview of the types of environmental initiatives taken on by city departments. The Paper also identifies potential partnerships and funding sources that could assist the City in preserving the environment.

1.4.10 Subdivision & Development Regulation

Promulgated under the Municipal Government Act, this Regulation addresses a number of issues relevant to this plan, including:

- A development may require an approval or authorization under the Environmental Protection and Enhancement Act for any construction including sanitary, storm water, and/or waterworks systems. The proponent of a project requiring any of these approvals must submit the

appropriate applications to Alberta Environment and approval must be obtained prior to construction.

- A development may require an approval under the Water Act for any construction associated with storm water management or for any activities within a water body or potentially affecting a water body. The proponent of a project requiring any of these approvals must submit the appropriate applications to Alberta Environment and approval must be obtained prior to construction.
- A development may require a setback waiver from a wastewater treatment facility, landfill or waste site, as indicated within the Subdivision and Development Regulation under the MGA. The setback may be varied by a subdivision authority or development authority with the written consent of the Deputy Minister of Environment. The proponent of a project requiring a setback waiver must submit the appropriate application to The City, who will request approval from Alberta Environment prior to construction.
- Approval from Alberta Environment does not mean that the applicant also has authority under federal legislation. Fisheries and Oceans for matters under the Fisheries Act and Canadian Coast Guard for matters under the Navigable Waters Protection Act are to be contacted for matters relating to federal laws.

2.0 FUTURE EAST HILL COMMUNITY – Figure 2

2.1 VISION

This section describes a possible future built out scenario of the presently (2005) undeveloped lands (approximately 780 ha gross developable land) within the East Hill Major Area Structure Plan into a core community symbolizing a mandate for sustainable development in the City. Depending on population growth and future land absorption rates it may take 10 to 20 years to build out the plan area.

This is the vision for the East Hill communities for the year 2025:

As more people realize and desire the benefits of a sustainable community lifestyle the East Hill has built out with integrated, vibrant and dynamic neighbourhoods designed to meet these expectations. Over the past 20 years since 2005 the neighbourhoods south of 32 Street (±230 ha) have added 2800 to 4000 new dwelling units (8000 to 11000 residents) to the East Hill community, while the neighbourhoods between 55 Street and 67 Street (±240 ha, excluding ±112 ha dedicated for a town centre site) have added 3200 to 4500 dwelling units (9000 to 12000 residents). During the last few years of this time period the lands northward of 67 Street up to the Riverbend Golf Course & Recreation Area (±200 ha) have built out to accommodate 2,500 to 3500 dwelling units (7000 to 10000 residents). Development in the East Hill has seen the city's 2005 population of 79082 grow by 24000 to 33000.

The more recently completed neighbourhoods of the East Hill community are easily identified by their compact land use pattern, pleasant environment, walkable streets and green spaces linking neighbourhoods to commercial sites, natural areas, parks, school sites and other community gathering places.

The neighbourhoods north of 55 Street in particular as well as the larger East Hill community and the surrounding region support a regional commercial centre that has developed from individual commercial developments initially into a vibrant town centre, located at the intersection of 30 Avenue and 67 Street. It integrates commercial, residential and public uses, including a main street theme, and constitutes the pride of the community (see Figure 2).

Transit service links the town centre with the surrounding neighbourhoods and the entire city. The architecture reflects elements of traditional prairie downtowns and contemporary designs. Recreation, social and cultural activities supplement viable commercial services, and shape the town centre as a focal point for the surrounding neighbourhoods and the larger East Hill community. The town centre Main Street is alive as residents and shoppers walk along the pedestrian-friendly street lined with shade trees, shops and the glitter of architectural lighting. Wide sidewalks and pedestrian trail linkages provide safe and convenient access to various facilities and amenities. Employment areas and buildings are designed to be compatible with adjacent residential uses and school sites. The multi-neighbourhood park site at the intersection of 30 Avenue and 67 Street provides additional vibrancy to the town centre. It accommodates two high school sites and a major recreation venue.

A compact land use pattern, an interconnected street pattern with direct pedestrian linkages and higher residential densities around transit stops have become characteristic of development on the East Hill and have made public transit more efficient, and more people walk or ride to local destinations.

Landsaped arterial roadways, with no more than two lanes for each travel direction, facilitate vehicle and transit travel between neighbourhoods and into the city.

Each neighbourhood reflects a special image and character of mixed housing linked by inviting streetscapes, walkways and enhanced open spaces. Schools and other public institutions are constructed as architectural landmarks in the neighbourhood. Tree-lined residential streets, houses that are intimately related to the sidewalk and wide walkways create a comfortable pedestrian setting. The neighbourhood attractions are linked to the residences through a network of local and collector roadways, trails and linear parks that are well used by residents. Everyday necessities are within walking distance of most homes. Friends and neighbours meet along streets, sidewalks, and points of interest.

Trails connect the neighbourhoods to the Waskasoo trail network and places of interest throughout the community. A variety of active and passive parks, from large neighbourhood parks to linear parks, and tiny manicured local parkettes are strategically located throughout the neighbourhoods, creating linkages and a sense of community.

Preservation and beautification of the environment are diligently practiced. The natural scenic areas along the Red Deer River Valley and its tributary and ravines, including creeks and seasonal streams, have been preserved and enhanced to form the backdrop for a shared trails system, used for cross-country skiing, jogging, walking, biking and roller-blading. Rest areas, look outs and interpretive sites contain recreational amenities that are actively used. Natural treed areas and wetlands remind residents of their heritage and enhance the open space system.

Servicing is provided in an efficient and environmentally-friendly manner. Green infrastructure, recycling and energy conservation are efficiently practiced. The natural systems of the area are utilized and enhanced to provide aesthetic and recreational value. Wet and dry storm water ponds and constructed wetlands are found throughout the community providing amenity to the neighbourhoods while effectively and naturally managing storm water volume and enhancing run-off water quality.

(Adapted for The City of Red Deer from 'Heritage Valley Servicing Concept Design Brief', 2001, City of Edmonton)

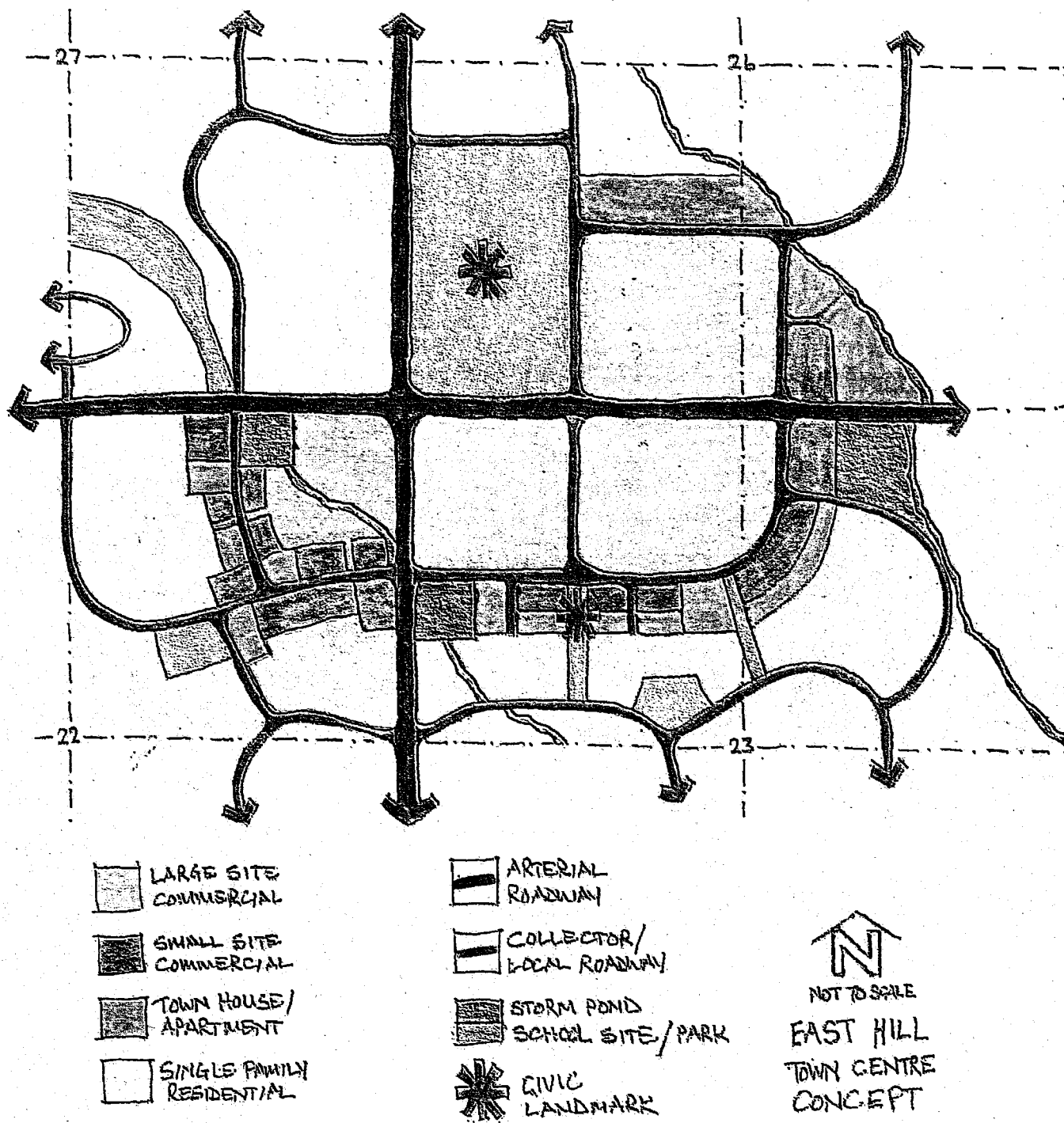


Figure 2: Concept illustrating the basic elements of the town centre site

Note: The development concept shown in Figure 2 is for illustration purposes only. The intent is to illustrate the basic elements of the proposed town centre, such as mixed land use/integration, pedestrian linkages, landmark sites, and avoiding commercial traffic shortcuts through adjacent residential areas. It is not a blueprint for development on the relevant quarter sections, and it does not have to be amended if the neighbourhood area structure plans propose development concepts that are different to this one.

2.2 GOAL AND OBJECTIVES

The stated vision of this plan translates into the following goal:

'To provide a broad planning direction for the subdivision of lands in a manner which facilitates the economically, socially and ecologically sustainable building out of the plan area as a desirable place for healthy living, education, work and recreation for individuals and families of all ages and with varying needs and desires.'

The following objectives support the goal:

- i) *To guide City expansion in an orderly manner reflecting high standards in terms of quality of life.*
- ii) *To establish an infrastructure and services framework for more detailed neighbourhood planning.*
- iii) *To manage growth and resources in a manner capable of sustaining fiscal, social and environmental activities into the future.*
- iv) *To provide transportation mode options for regional, district and local destinations, encouraging the use of alternatives to the motor car (i.e. walking, bicycling and transit).*
- v) *To facilitate the creation of employment opportunities in the plan area.*
- vi) *To preserve special natural features (natural capital) through the preparation of ecological profiles for each neighbourhood prior to neighbourhood area structure planning.*
- vii) *To identify future commercial sites in locations which serve the community and are economically viable.*
- viii) *To implement the City's Municipal Development Plan and the City/County Intermunicipal Development Plan.*

In striving to achieve the goal and objectives, the plan endorses and promotes the principles of 'smart growth' and sustainable development practices which underpin The City's *Neighbourhood Planning Guidelines & Standards*, as amended from time to time, and the trends highlighted in *The City of Red Deer 2004 Growth Study*.

This plan supports environmentally sustainable practices and standards, ecological conservation, management of the city's ecological footprint, the use of green infrastructure, and efforts to work towards regional conservation.

3.0 EXISTING SITE CHARACTERISTICS – Figure 3 & 4

Section 3.1 and Figure 3 must be read in conjunction with Section 4.0 and Figure 5 and 10.

3.1 TREE AND WETLAND NATURAL HABITAT AREAS (Preservation Focus) – Figure 3

The topography of the plan area consists of generally flat land, rising gradually towards future 10 Avenue to the east (see Figure 5 for the location of future 10 Avenue). Most of the undeveloped land in the plan area has been used primarily for agricultural purposes with limited vegetation and trees remaining. The Red Deer River valley and two major ravines are located in the plan area, as well as a large wetland in the Red Deer County conceptual area.

Figure 3, Tree and Wetland Natural Habitat Areas (Preservation Focus), is based on the City's Ecospace (Natural Habitat) Management Plan which is updated regularly to preserve and enhance Red Deer's natural environment through careful community planning. Figure 3 identifies existing drainage courses, wetlands and a variety of natural areas, including treed areas, other vegetation growth and escarpment.

Figure 3 also identifies the preservation focus within the plan area, including the extent that these may relate to features outside of the plan boundary. Preservation focus areas are a combination of drainage patterns and natural features serving as wildlife corridors and significant reserves of biodiversity. These preservation focus areas are identified to flag their presence and significance. The preferred outcome is to preserve these focus areas intact as natural features either within environmental reserve or municipal reserves or alternatively to incorporate them with storm water management facilities. Final strategies for the actual preservation of these focus areas may not be in place at the time of adopting this plan therefore, their actual preservation along with numerous less prominent natural features will be confirmed through the preparation of ecological profiles for each quarter section and through the preparation of neighbourhood area structure plans. These processes take into account practical and economic considerations, the result of which may determine which of the focus areas are successfully preserved.

Focus preservation areas identified on Figure 3 are the following:

- W₁ - these wetlands are significant seasonal wetlands tying into Piper Creek with storm water servicing potential
- W₂ - this wetland is a significant wetland with entrance feature and storm water servicing potential
- W₃ - along with associated trees, this area has many natural attributes
- W₄ - this prominent wetland is a significant natural feature in the area
- W₅ - these wetlands and treed area have a significant regional drainage function
- WRS - the wetland, ravine and seasonal streams are part of a natural drainage system with potential to be linked through storm water management facilities to Red Deer River. The seasonal stream has the potential to be utilised in its natural state as a linear park providing a separate linkage through residential development from 20 Avenue to the wetland on the NW ¼ Section 26 and ultimately into the Waskasoo park system via the ravine leading northward of the wetland
- RS - this ravine and seasonal stream could potentially serve as a water source to McKenzie Trails recreational area and has storm water servicing potential
- T₁ - mature tree stand
- T₂ - this significant feature is a seasonal stream with an expansive mature tree stand

- E₁ - Red Deer River escarpment with associated trees
- E₂ - Piper Creek escarpment with associated trees

Since natural features and associated wildlife are not confined to man-made boundaries, a number of natural areas are positioned outside of the plan boundary but retain close connection to natural areas within. Preservation focus areas located outside of the plan area boundaries are conceptual, however the City will endeavour to work with Red Deer County, the landowners, developers and other interested parties to develop a regional approach to conservation of natural areas in the Red Deer region.

3.2 NATURAL RESOURCE EXTRACTION AND LANDFILLS – Figure 4

Natural Resource Extraction

Figure 4 identifies the north and northeast areas of the Plan as having been subject to gravel and oil and gas extraction in the past. The required statutory setbacks from the oil and gas wells and pipelines, as prescribed by the Alberta Energy & Utilities Board, will be detailed in phase one site assessments which are submitted as part of each neighbourhood area structure plan.

A neighbourhood area structure plan will incorporate any setbacks into its development concept as part of a public utility lot, municipal reserve (not necessarily included as part of the required 10% municipal reserve dedication) or road right of way, subject to approval by the City.

The City's policy with regard to future oil and gas extraction facilities is outlined in the *Municipal Development Plan*.

Notwithstanding the proposed uses shown on Figure 5 Part of the SE ¼, Part of the NW ¼ and the whole of the SW ¼ Section 34-38-27-W4, all lying east of the Red Deer River bank, may be considered for gravel extraction. When subdivision of any of these lands occur access to the gravel extraction operation, which is presently taken along an existing unregistered gravel road, will be secured through appropriate measures, such as an access agreement.

Landfills

The City's existing landfill site and five closed or inactive landfill sites are all relevant to the East Hill plan area (see Figure 4). A 450 metre development setback is required from any active landfill site while a 300 metre development setback would be applicable to an inactive or closed landfill site. This setback applies to subdivision or development for a school, hospital, food establishment or residential/commercial accommodation use.

- a) The City's closed solid waste disposal site, located in the NE ¼ Section 33-37-27-W4, has a 300 m setback from proposed residential development. The south ±200 m of the SE ¼ Section 4-38-27-W4 and ±115 m of the southwest corner of the SW ¼ Section 3-38-27-W4 are affected by this setback. The lands within this setback could be developed for commercial land uses that do not include the preparation and handling of food products or for commercial accommodation.
- b) The City's active solid waste disposal site, located in Section 34-37-27-W4, has a 450 m setback from proposed residential development. This setback is accommodated within a planned buffer located within the solid waste disposal site up to the south boundary of residential development in the south half of Section 3-38-27-W4. Therefore no lands

proposed for residential development are affected by this setback. The lands within this setback on the north half of Section 34-37-27-W4 could be developed for commercial land uses that do not include the preparation and handling of food products or for commercial accommodation.

- c) There are two confirmed closed solid waste disposal sites located in the SE ¼ Section 21-38-27-W4 immediately west of the Gaetz lakes sanctuary. The most southerly of these two sites affects a small part of the NW ¼ Section 15-38-27-W4. See Figure 4.
- d) A suspected landfill identified on the SW ¼ Section 23-38-27-W4 may require setbacks affecting the adjacent residential developments. More detail regarding the nature and extent of this landfill will be acquired through a phase one site assessment as part of neighbourhood area structure planning. At this time removal of the landfill contents and reclamation may be required prior to residential planning, or if the landfill site remains, a setback requirement will be established. The setback identified on Figure 4 indicates the setback requirement if a closed landfill site is confirmed and is to remain.
- e) The landfill and well on the SW ¼ Section 34-38-27-W4 and the landfill on the east half of Section 28-38-27-W4 are located within areas that are not identified for residential use (except for one country residential lot in the McKenzie subdivision) and therefore do not have an impact on proposed residential uses.

Based on developer requests supported with geotechnical evidence at the time of subdivision The City may apply to Alberta Environment to reclassify dry landfill sites.

4.0 DEVELOPMENT CONCEPT – Figure 5 & 10

Section 4.0 and Figure 5 and 10 must be read in conjunction with Section 3.1 and Figure 3.

The development concept illustrated on Figure 5 has been prepared in response to current and anticipated residential and commercial market trends, population growth, development and planning objectives and principles contained in the City's *Municipal Development Plan*, *Neighbourhood Planning Guidelines & Standards* and *The City of Red Deer 2004 Growth Study*.

4.1 RESIDENTIAL – Figure 5

Sustainable Growth

This major area structure plan promotes the principles of sustainable community development, otherwise referred to as 'smart growth' principles. These principles are incorporated into the *Neighbourhood Planning Guidelines & Standards* which support the implementation of this plan and as such are required to be incorporated into the planning and design of all neighbourhoods within the East Hill community.

All development within the plan area must be preceded by an approved neighbourhood area structure plan based on the requirements of this Plan and the City's *Neighbourhood Planning Guidelines & Standards*, with a goal to incorporating principles of sustainable community development. This includes the establishment of neighbourhood identity, the promotion of compact land use patterns (minimum density requirement) and mixed housing opportunities in terms of form, tenure and affordability, and the provision of trails to connect homes with natural areas, parks, schools, the town centre and other community gathering places.

Neighbourhood design in Sections 22 and 23-38-27-W4 will focus towards and provide direct pedestrian/bicycle linkages to the town centre site, while being conscious of ensuring that opportunities for shortcutting of motorcars from surrounding areas to the town centre site are not encouraged.

Density

For new neighbourhood area structure plans adopted after November 2002 the design density must fall within the range of 12.35 to 17.30 dwelling units per gross developable hectare (5 to 7 du/gross developable acre), subject to available capacity in the major sanitary sewer system. Plans originally adopted prior to November 2002 will be evaluated based on the former *Planning & Subdivision Guidelines* and the density shall not exceed 45 persons per hectare, unless the plan has been amended to meet the new City of Red Deer *Neighbourhood Planning Guidelines & Standards*.

Existing Country Residential Development

The 2004 annexation lands now located within the plan area include two developed country residential subdivisions, i.e. College Park on the SW ¼ Section 23-38-27-W4 and MacKenzie on the SW ¼ Section 27-38-27-W4, as well as several acreages scattered throughout.

With regard to the College Park subdivision, any development of adjoining lands is required to provide residential use and traffic patterns compatible with the existing residential use. Additional

requirements for adjoining development as set out in the *Neighbourhood Planning Guidelines & Standards* will apply to planning of the adjacent lands. An area redevelopment plan for College Park will be prepared to ensure the requirements are implemented. Other existing residential developments (i.e. acreages) will be incorporated into future Neighbourhood Area Structure Plans.

Existing Red Deer County Statutory Plans

Previously adopted Red Deer County Area Structure Plans that are part of the annexed lands will be superseded by this plan (Spruce Woods ASP on part of SE ¼ Section 34-38-27-W4 and Thompson ASP on the south half of NE ¼ Section 34-38-27-W4).

Required Number of Dwelling Units in the Town Centre

This plan requires a minimum number of dwelling units in the town centre. Section 4.2.1.3 provides direction for each quarter section containing a component of the town centre.

4.2 COMMERCIAL – Figure 5

The *City of Red Deer 2004 Growth Study* predicts major residential growth in the City's southeast and north east sectors, placing strong demand for increased future commercial development in these areas. The proposed 20 Avenue expressway (see Figure 5) and its bypass connections with the proposed realigned Highway 11 (via 67 Street), Highway 2 (via McKenzie Road) and Highway 11A (via proposed Northlands Drive river crossing) will facilitate prime commercial development opportunities on the City's east side.

As shown on Figure 5, existing and future commercial areas will serve East Hill residents for commercial needs and employment opportunities. Future commercial development will focus on the designated town centre site. Home businesses may play an increasingly significant role. A future industrial employment node (potentially with fringe commercial uses) is envisioned outside the plan area east of The City's existing waste management facility on 19 Street.

4.2.1 Town Centre Concept

A town centre site of approximately 112 ha is proposed at the arterial roadway intersection of 30 Avenue and 67 Street, accessible within one kilometre west of the future expressway along 20 Avenue.

The following sections describe the basic elements of the town centre concept, which must be incorporated into the town centre design during the preparation of individual neighbourhood area structure plans.

A new land use district will be developed to implement the town centre concept. Refer to Section 6.0 *Plan Implementation* for additional information.

4.2.1.1 General Directions for Development in the Town Centre Site

The town centre site is envisioned as a commercial, civic and residential mixed use area. It will provide a range of commercial sites for retail, services, entertainment and limited office use to serve the East Hill community as well as a regional market. Possibly, larger commercial sites for power centres or lifestyle centres will be provided adjacent to the 30 Avenue and 67 Street

arterial roadway, while smaller sites (within a main street centre) will be provided along the internal collector roadways.

Any “main street” commercial centre within the town centre site will reflect a pedestrian-friendly street environment lined with shade trees, shops and wide sidewalks. This can be developed on either the public collector roadway system as part of smaller commercial lots, or on a private roadway on a larger commercial lot.

The town centre site is located adjacent to a proposed multi-neighbourhood park site, which will accommodate two high school sites and a major event venue / community centre / recreation facility.

The town centre site includes medium and high density residential uses. This will be in the form of town houses and apartments, the latter either as stand alone developments or as dwelling units above commercial ground floors or a combination of these depending on market demand. Figure 6 conceptually illustrates commercial development with dwelling units above the ground floor.

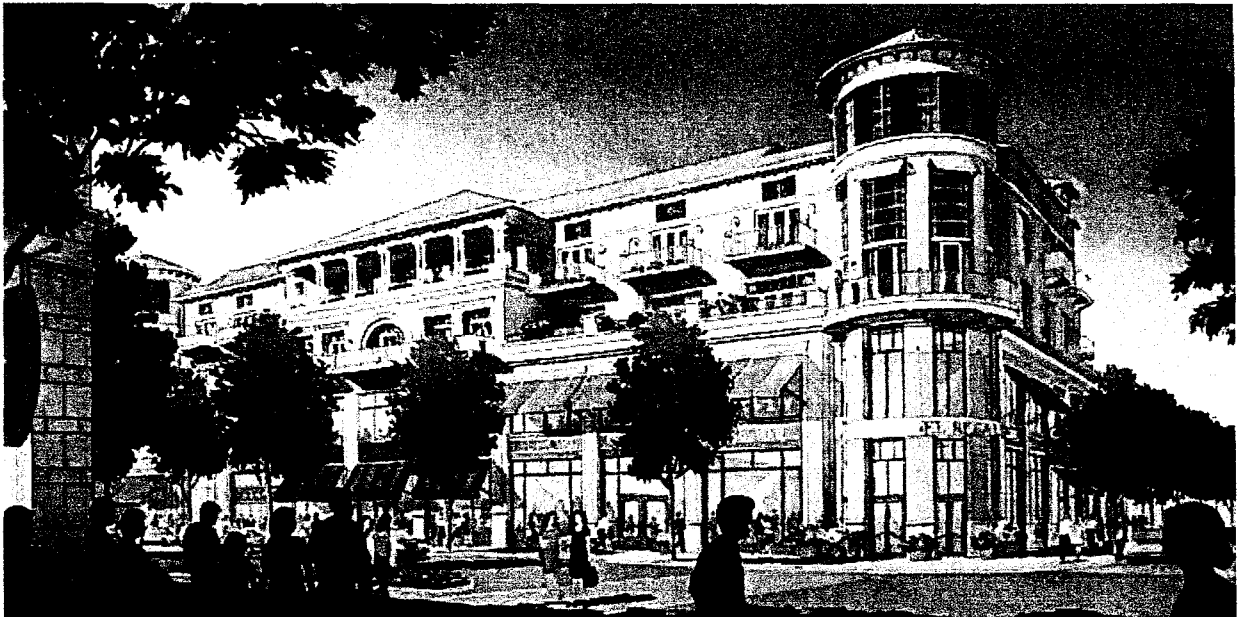


Figure 6: Vertical residential/commercial mix in a “main street” centre

(Source: Congress for the New Urbanism, Image Bank – www.cnu.org)

It is anticipated that the majority of residential development within the town centre site will occur on its fringe. Rather than turning its back towards residential lands adjacent to the town centre site, commercial and residential uses within the town centre site will be appropriately integrated with surrounding residential neighbourhoods. There is a gradual transition of residential densities and land use intensity from low and medium density in adjacent areas to medium and high density on the fringes of the town centre site and high density in the town centre core where commercial uses dominate.

The town centre will be designed to accommodate motorcars and other transportation modes. Collector trails and neighbourhood trail linkages will provide safe, direct and convenient access from adjacent residential areas to various facilities throughout the town centre site. The existing oil/gas facilities may present opportunities to provide separate pathways for this purpose.

The town centre site will include one or more landmark buildings and at least one public square. These features will be distinctive and prominent at carefully selected locations and will function as community focal points/gathering places.

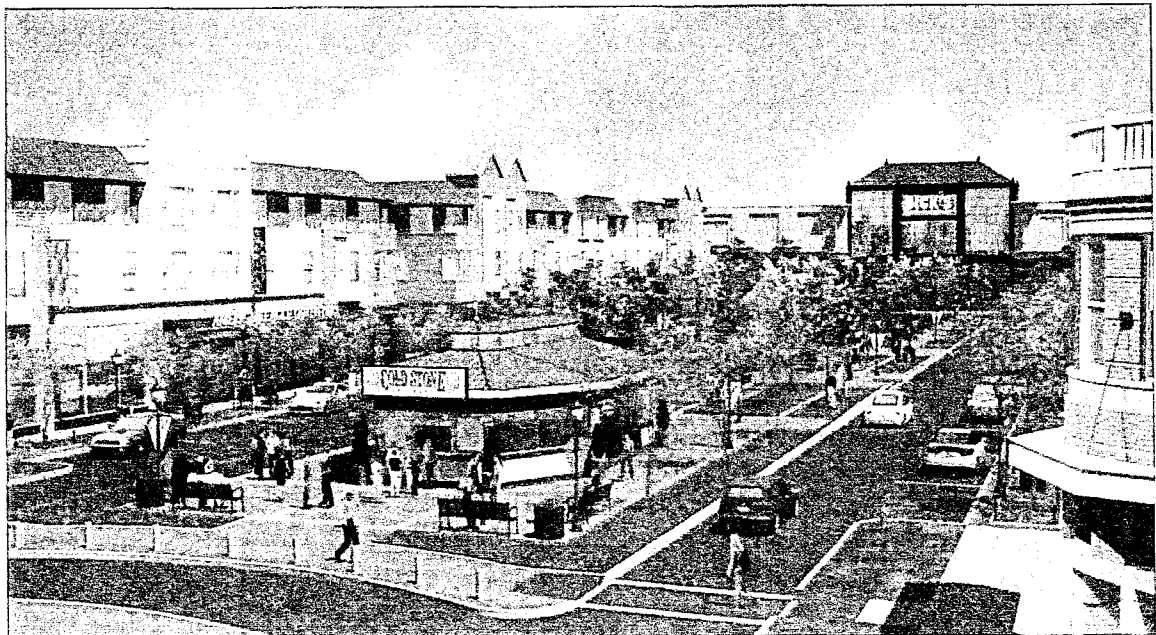
There is potential for the development of transit facilities within the proposed town centre.

4.2.1.2 Commercial Form Options in the Town Centre Site

The overall town centre concept will include a mix of commercial types, including the following:

- a) **Large Commercial Centres** – The majority of the commercial development in the town centre will be regional commercial. This could take a variety of forms, including the following:
 - (i) *Power Centre or Lifestyle Centre* - A “power centre” or “lifestyle centre” is defined as an open-air retail and leisure centre, dominated by a group of large anchor “big box” stores and upscale national chain speciality stores, such as warehouse clubs, discount department stores and other retailers that tend to offer a very deep selection in a particular merchandise category, such as books, toys, shoes, furniture, audio, video and other appliances, office supplies or sporting goods. The “big box” anchor stores tend to comprise approximately 75% of the entire centre, which may contain between 20 ha (200,000 square feet) and 60 ha (600,000 square feet) or more of space.

In Red Deer, the commercial development at South Point Common is an example of a “power centre”. While the typical power centre is oriented specifically towards shoppers with cars, there are design considerations that would facilitate a pedestrian-friendly environment, as illustrated in Figure 7 below. A lifestyle centre typically has an architectural theme and a pedestrian-friendly environment. It is the vision of this plan to encourage this kind of town centre development for the East Hill community.



A national tenant terminates the end of a square at Crocker Park near Cleveland, Ohio.

Figure 7: A commercial “power centre” designed as a pedestrian square

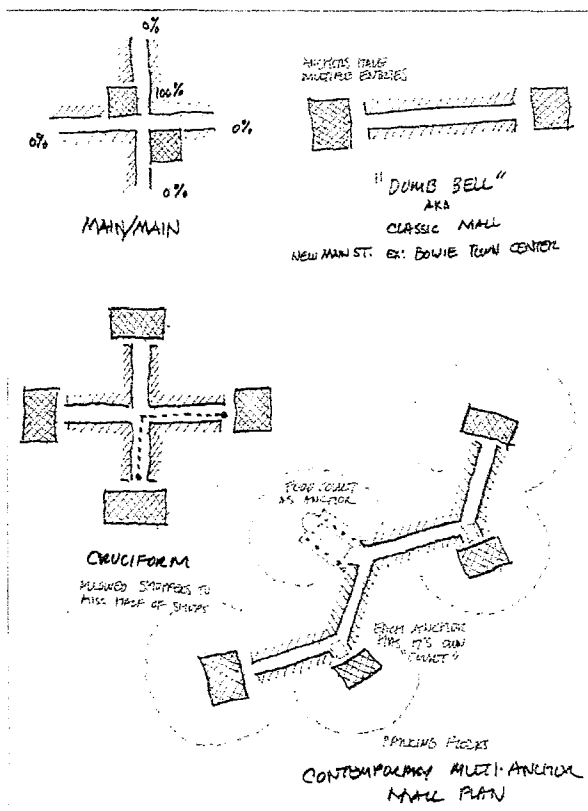
(Source: New Urban News, Volume 10 Number 1, January/February 2005)

- (ii) *Traditional Regional Shopping Centre* – Traditionally a regional shopping centre is defined as an enclosed shopping centre of approximately 35 ha (350,000 square feet) to 80 ha (800,000 square feet) or more that serves sections of, or entire urban areas, as well as surrounding rural communities. Anchors typically include department stores, along with a concentration of apparel and other specialty stores.

In Red Deer, the Bower Place Mall in the South Hill area and the Parkland Mall in the North Hill area are considered traditional regional shopping centres.

- (iii) *Main Street Commercial Centre* – the town centre commercial area will include a “main street” centre. This is envisioned as an approximately 200 to 400 m long section of either a private or public street designed to reflect a typical prairie small town main street with associated architecture. It will be oriented towards creating a pedestrian friendly environment intrinsically linked to adjacent residential areas, and it may include residential development on the second floor.

Commercial lots along “main street” are smaller, and national tenants are strategically placed as anchors at junctions and terminated vistas. “Main street” form options include the concepts shown in Figure 8 (there may be others).



Illustrated at left (clockwise from lower left): the cruciform mall format, which allows shoppers to miss half of the shops; the historic downtown “main/main” format; the two-anchor dumb bell format; and the modern shopping mall layout centered on the food court. Below is the corresponding zigzag main street format, here shown centered on a civic plaza. Other plazas are placed at the end anchors. Terminated vistas create a sense of enclosure and place and draw shoppers from one section of the town center to the next. Notice the streets branching off of the main street, connecting the town center to the rest of the town (not shown).

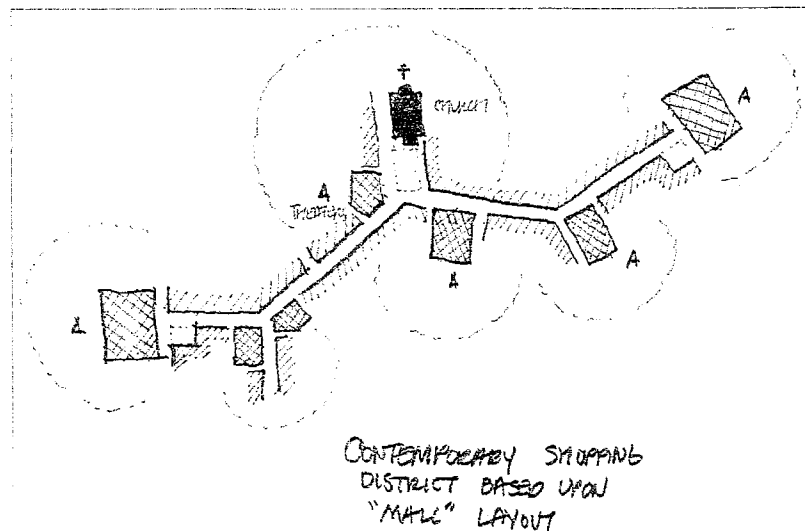


Figure 8: Design options for “main street” commercial centres
(Source: New Urban News, Volume 10 Number 1, January/February 2005)

Figure 9 illustrates the typical small town ambience of the “main street” type commercial centre.

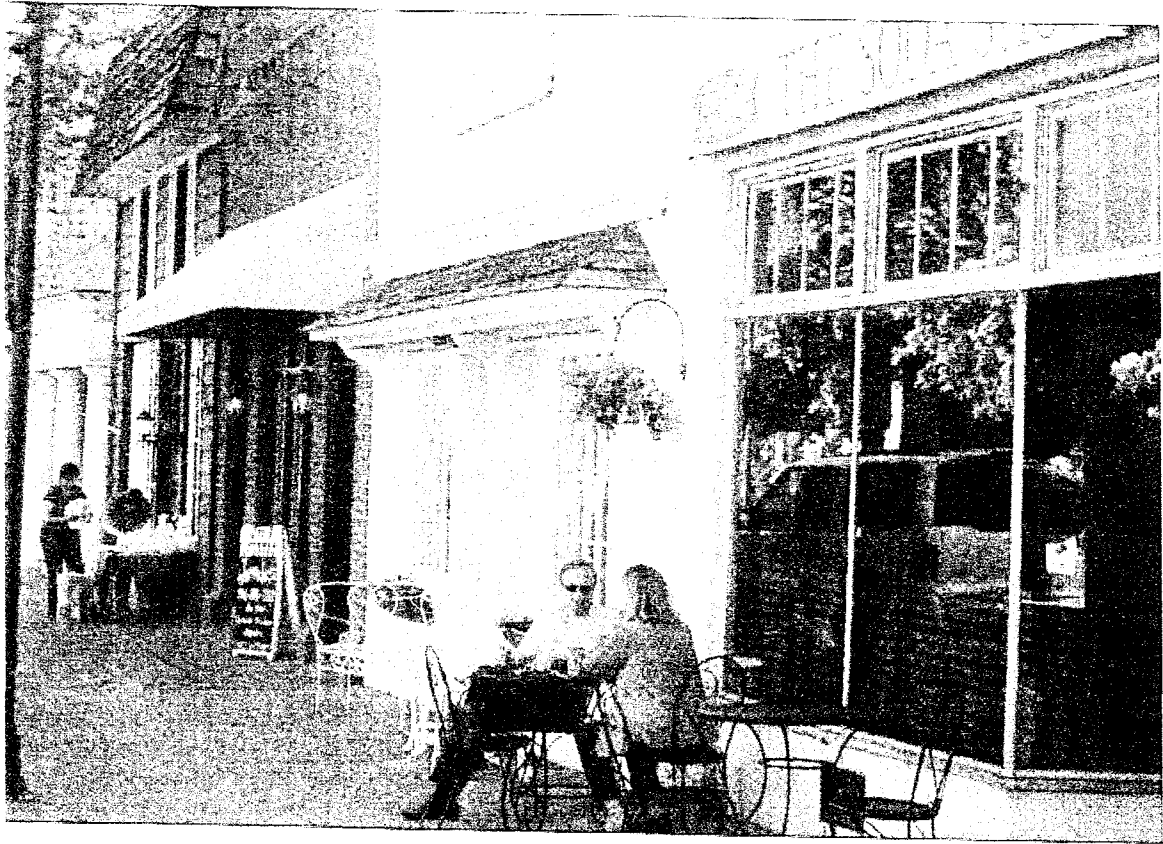


Figure 9: Small town main street ambience

(Source: New Urban News, Volume 10 Number 1, January/February 2005)

- b) **Medium and Small Shopping Centres** – while the regional commercial component of the town centre is oriented towards a regional market, the town centre will include some smaller centres, including the following:
- (i) *Highway Commercial Centre* – these centres accommodate uses that are oriented towards main traffic routes, with convenient access and egress onto major arterials. Typically the minimum permissible lots sizes are smaller than regional commercial centres. In addition to uses that are similar to those found in other commercial developments, highway commercial centres may also accommodate premises that cater for bulk goods and large products such as motor vehicle sales, repair shops and agricultural equipment. Typically the landscaping standards along major entryways such as the location of the town centre, requires higher landscaping standards.
 - (ii) *District and Neighbourhood Convenience Shopping Centres* – these types of shopping centre provide in the frequent shopping needs of the local community. At the very least the town centre site will include one district shopping centre on the NE ¼ Section 22-38-27-W4 and one neighbourhood convenience centre on the NW ¼ Section 23-38-27-W4, but the specific location of these sites on those quarter sections are not identified on Figure 5. Sections 4.2.2 and 4.2.3 below describe the functions of these shopping centre

types in more detail. District and Neighbourhood Convenience Shopping Centres may take on a "main street" format similar to that found in regional commercial centres.

4.2.1.3 Specific Development Directions for Quarter Sections Containing a Component of the Town Centre Site

The ±112 ha town centre site is distributed across five quarter sections, i.e. the NE ¼ Section 22-38-27-W4, the NW ¼ Section 23-38-27-W4, the NE ¼ Section 23-38-27-W4, the SW ¼ Section 26-38-27-W4 and the SE ¼ Section 26-38-27-W4. This distribution aims to ensure visibility along 67 Street, provide sufficient roadway access, disperse traffic through multiple intersections and facilitate development phasing over time in order to meet commercial growth demands for the 115,000 population threshold as identified in *The City of Red Deer 2004 Growth Study*.

A breakdown of the land use allocations within the overall town centre site is as follows:

- ±72 ha gross commercial land (±58 ha net)
- ±40 ha gross residential land – ±1380 medium and high density dwelling units at 35 du/ha

The following breakdown is specific to each of the five quarter sections containing the town centre site: [Note that residential density requirements are calculated at the low end of The City's density range requirement, i.e. 12.35 dwelling units per hectare outside of the town centre site, and at an average of 35 du/ha gross (±50 du/ha net) for medium density (town houses) and high density (multi-family/apartment buildings) within the town centre site]

a) NE 22-38-27-W4:

- 57.81 ha available for overall development, of which a maximum of 26 ha gross is designated as a component of the town centre site
- Within the 26 ha component of the town centre site:
 - ±19 ha gross commercial, including ±2 ha commercial collector roadways and a ±4 ha storm water detention pond)
 - ±7 ha gross mixed used residential/commercial fringe area, to be developed at a minimum density of 35 du/ha, yielding a minimum of 245 dwelling units within the fringe area (i.e. 38% of the total minimum housing stock)
 - Additional commercial area could be provided if the required minimum number of dwelling units (245) were developed at a density higher than 35 du/ha
- ±32 ha gross residential area on the remainder of the quarter section to be developed at a minimum density of 12.35 du/ha, yielding a minimum of 395 dwelling units.
- Overall this ¼ section (57.81 ha) will yield a minimum of 640 dwelling units
- See note on municipal reserve below

b) NW 23-38-27-W4:

- 56.68 ha available for overall development, of which a maximum of 40 ha gross is designated as a component of the town centre site
- Within the 40 ha component of the town centre site:
 - ±28.5 ha gross commercial, including ±3.5 ha commercial collector roadways

- ±11 ha (including a ±4 ha storm water detention pond) gross mixed used residential/commercial fringe area, to be developed at a minimum density of 35 du/ha, yielding a minimum of 385 dwelling units within the fringe area (i.e. 65% of the total minimum housing stock)
- Additional commercial area could be provided if the required minimum number of dwelling units (385) were developed at a density higher than 35 du/ha
- ±16.68 ha gross residential area on the remainder of the quarter section to be developed at a minimum density of 12.35 du/ha, yielding a minimum of 205 dwelling units.
- Overall this ¼ section (56.68 ha) will yield a minimum of 590 dwelling units
- See note on municipal reserve below

c) **NE 23-38-27-W4:**

- 55.42 ha available for overall development, of which a maximum of 10 ha gross is designated as a component of the town centre site
- Within the 10 ha component of the town centre site:
 - ±3.5 ha gross commercial, including ±1.2 ha commercial collector roadways
 - ±6.5 ha (including a ±1.8 portion of a ±4 ha storm water detention pond) gross mixed used residential/commercial fringe area, to be developed at a minimum density of 35 du/ha, yielding a minimum of 225 dwelling units within the fringe area (i.e. 29% of the total minimum housing stock)
 - Additional commercial area could be provided if the required minimum number of dwelling units (225) were developed at a density higher than 35 du/ha
- ±45.42 ha gross residential area on the remainder of the quarter section to be developed at a minimum density of 12.35 du/ha, yielding a minimum of 560 dwelling units.
- Overall this ¼ section (55.42 ha) will yield a minimum of 785 dwelling units
- See note on municipal reserve below

d) **SE 26-38-27-W4:**

- ±57.49 ha available for overall development, of which a maximum of 14 ha gross is designated as a component of the town centre site
- Within the 14 ha component of the town centre site:
 - ±4.5 ha gross commercial, including ±1.25ha commercial collector roadways
 - ±9 ha gross mixed used residential/commercial fringe area, to be developed at a minimum density of 35 du/ha, yielding a minimum of 315 dwelling units within the fringe area (i.e. 37% of the total minimum housing stock)
 - Additional commercial area could be provided if the required minimum number of dwelling units (315) were developed at a density higher than 35 du/ha
- ±43.49 ha gross residential area on the remainder of the quarter section to be developed at a minimum density of 12.35 du/ha, yielding a minimum of 540 dwelling units.

- Overall this ¼ section (57.49 ha) will yield a minimum of 855 dwelling units
- See note on municipal reserve below

e) **SW 26-38-27-W4:**

- 58.42 ha available in this quarter section, of which ±24 ha gross will be developed as a multi-neighbourhood park site / major event venue. Although the multi-neighbourhood park site will form a functional and integral component of the town centre, it shall not be included in calculations for residential density requirements for this quarter section. This leaves ±34.42 ha available for overall development, of which a maximum of 22 ha gross is designated as a component of the town centre site.
- Within the 22 ha component of the town centre site:
 - ±16 ha gross commercial, including ±1.25 ha commercial collector roadways
 - ±6 ha gross mixed used residential/commercial fringe area, to be developed at a minimum density of 35 du/ha, yielding a minimum of 210 dwelling units within the fringe area (i.e. 57% of the total minimum housing stock)
 - Additional commercial area could be provided if the required minimum number of dwelling units (210) were developed at a density higher than 35 du/ha
- ±12.42 ha gross residential area on the remainder of the quarter section to be developed at a minimum density of 12.35 du/ha, yielding a minimum of 155 dwelling units.
- Overall this ¼ section (34.42 ha) will yield a minimum of 365 dwelling units
- See note on municipal reserve below

4.2.1.4 Municipal Reserve Dedication within the Town Centre Site

Typically, in respect of commercial developments, The City requests money in lieu of municipal reserve dedication; however, considering that the town centre concept includes residential land uses and landmark sites, which may consist of public open space, as well as an overall pedestrian friendly theme, The City may request that some or all required municipal reserve land (instead of cash in lieu) be dedicated within the town centre site.

4.2.1.5 Storm Water Management Facilities within the Town Centre Site

Storm detention ponds are required on each of the three quarter sections comprising the town centre site. The approximate sizes of these storm water management facilities are provided in the breakdown in the previous section. The natural slope on the lands in question is such that the lowest points on the three quarter sections coincide with desirable commercial site locations. If developers propose to place storm water management facilities in locations other than the natural low points, or in less efficient configurations for marketing or other reasons, the additional construction costs must be borne by the developer.

4.2.2 Commercial Sites for District Shopping Centres

Within the plan area there are two developed district shopping centres, i.e. the Deer Park Centre Mall located on the southeast corner of the 30 Avenue/Dunlop Street intersection and the East

Hill Shopping Centre located at the northwest corner of 30 Ave and 22 Street, as identified on Figure 5. Located a short distance west and just outside of the plan area is another existing district shopping centre, i.e. the Eastview Shopping Centre at the southeast corner of 40 Avenue and 39 Street.

Typically a district shopping centre serves the daily to weekly shopping needs of residents in adjacent and nearby residential neighbourhoods. In accordance with the Land Use Bylaw a district shopping centre is a retail/service facility located on a site that is between 1.0 and 3.0 hectares in size. In general, a district shopping centre typically comprises a maximum of approximately 107,000 square feet of leasable space. These shopping centres are usually developed as an open-air plaza concept built in an “I”, “L” or “U” shape. Another option is to develop a district shopping centre based on a small scale “main street” theme. District shopping centres are anchored by a supermarket or a specialized grocery store. The anchor supermarkets at the existing centres are the Co-op (approximately 26,000 square feet), Save-On Foods (approximately 41,000 square feet) and IGA (approximately 14,500 square feet).

4.2.3 Commercial Sites for Neighbourhood Convenience Shopping Centres

The existing and proposed sites for neighbourhood convenience centres in the East Hill area, as shown on Figure 5, will fulfil the daily shopping needs of East Hill area residents.

In accordance with the Land Use Bylaw a neighbourhood convenience centre provides for a convenience type retail/service facility on a site with a maximum site size of 4047 square metres (1.0 acres). The purpose of a neighbourhood convenience centre is to provide retail and service facilities that meet the day-to-day needs of the residents in adjacent residential neighbourhoods located within an approximate one kilometre service area, or approximately two neighbourhoods of a ¼ section each. These sites typically provide for a small strip plaza containing between approximately one and five stores. The tenants in a neighbourhood convenience centre may include a gasoline service facility along with a convenience store and services such as a hair salon, dry cleaner, or a neighbourhood scale coffee/restaurant facility. Typically neighbourhood convenience centres are positioned at the corner of arterial and major collector roadway intersections. In addition to having convenient roadway access, these sites are accessible by transportation mode alternatives along the trails which are provided as a standard within arterial and collector roadways.

4.2.4 Restricted Commercial Sites

Figure 5 identifies an area for “Restricted Commercial” use north along 19 Street on SE ¼ Section 4-38-27-4. The uses in this area will be similar to the C4 Commercial (Major Arterial) District however because this area is within the minimum setback requirement from the closed landfill site, no schools, hospitals, food establishments or residential uses (including commercial accommodation) will be permitted, in accordance with the *Municipal Government Act Subdivision and Development Regulation*. This area will be redistricted to Direct Control or a special commercial district.

4.3 CIRCULATION AND CONNECTIONS – Figure 5 and 10

Land use is an important determinant of demand for travel. The type and location of land use and the intensity of activity can increase or reduce travel demand. The East Hill Plan provides travel mode options for regional, district and local destinations. Careful planning of routes and linkages will encourage walking, biking and the use of other alternatives to the motor car for

travel to local destinations, while compact communities and a transit-friendly street layout will promote transit use and reduce motor vehicle reliance.

The East Hill area is a predominantly residential land use area with some commercial at pre-designated locations. In order to accommodate this traffic, a planned system of trails, transit routes and roadways will effectively manage transportation activity patterns within and between neighbourhoods. As new neighbourhoods are developed, all planned trails, roadways and transit routes are to be constructed according to City of Red Deer *Engineering Design Guidelines*, *Neighbourhood Planning Guidelines & Standards* and *Trails and Pathways Master Plan* to ensure a fully integrated, consistent, and safe circulation system.

4.3.1 Trail System – Figure 5 and 10

The proposed trail and open space system, as shown on Figure 10, provides direction for planning at the neighbourhood level. The purpose of the resulting system of trails and open spaces is to provide opportunities for transportation mode alternatives to the motorcar for trips to local destinations. These trails will link residential neighbourhoods with adjacent neighbourhoods, leisure facilities and amenities, and school facilities, and will provide pedestrian and bicycle connections to the existing and expanding Waskasoo Park system, commercial core areas and places of employment.

The major electric transmission easement running east-west between 20 Avenue and Piper Creek through Sections 2, 3 and 4-38-27-W4 in the south portion of the plan area, as well as the oil/gas pipelines in Section 23-38-27-W4, present opportunities to create a continuous neighbourhood trail linkage to the Waskasoo park system as well as between the town centre site and surrounding neighbourhoods.

There is an opportunity to establish a district level linear corridor of open space and trails that would connect with the Waskasoo Park to provide residents of the East Hill with a circular system of alternative travel mode linkages to various parts of the city. This system will follow linkages along the electrical R.O.W. along 22 Street, the arterial trail along 20 Avenue, the drainage channel / linear park within the NE ¼ Section 23 and the South ½ of Section 26 and the wetland and ravine system on the North ½ of Section 26. In some areas the corridor would overlap with proposed trails and pathways, e.g. along the major electrical right-of-way and along 20 Avenue, while in other areas it would follow natural drainage systems, e.g. in the NE ¼ Section 23 and the south half of Section 26.

The City's collector roadway design standard and the Trails & Pathways Master Plan standards require the provision of a separate sidewalk on both sides of a collector street with one of these being a minimum of 2.5 m wide. This collector trail functions as a component of the overall trail system in each neighbourhood and is connected, to The City's satisfaction, to other categories of trails (i.e. major trails along expressways and arterial roadways, neighbourhood trails within park sites and nature trails within natural areas) and to trail systems in adjacent neighbourhoods. This will provide a continuous trail system linking homes to gathering places such as neighbourhood convenience and district shopping centres, transit stops and parks, as well as providing pedestrian short cuts to bus stops and other local destinations.

As an addition to the collector trail system, the proposed park site and neighbourhood trail linkage symbol in Figure 5 identifies the requirement to provide neighbourhood and/or nature trail linkages in combination with park sites and natural areas (municipal reserve) in each quarter section neighbourhood, to The City's satisfaction. The alignment of neighbourhood and nature

trails and the location of the park sites will be determined at the Neighbourhood Area Structure Plan level where more detailed site information is available.

A major storm water management facility with landscaped areas and neighbourhood trails exists on the south boundary of the SE ¼ Section 22-38-27-W4 (i.e. the Michener Centre). It is required that neighbourhood planning for this quarter section and adjacent quarter sections integrate their trail systems with trails in this major facility.

4.3.2 Transit – Figure 5

The East Hill area is served by bus stops on arterial and collector roadways as determined by The City. Each neighbourhood area structure plan is required to identify the designated transit routes and bus stops. These are subject to change over time due to passenger demand and funding, as well as the building out of neighbourhoods.

New development must endeavour to create transit friendly neighbourhoods by concentrating higher density residential, commercial and school locations within close proximity to potential transit routes. Roadway layout must reflect walkable distances to transit stops for all residences within a neighbourhood.

There is potential for the development of transit facilities within the proposed town centre site.

4.3.3 Roadways – Figure 5

The principles of sustainable community development apply also to the design of residential streets (i.e. collector and local roadways). These streets are integral components of community space and should reflect the function of the street and the type and intensity of the adjacent land uses. Issues to be considered in the design of residential streets include the following:

- a) Roadways will incorporate all modes of transportation.
- b) Roadway design is a significant factor in the cost of neighbourhood development and developers are encouraged to propose ways to reduce costs associated with roadway construction and maintenance, for evaluation by The City.

There are four classes of roadways in the East Hill Major Area Structure Plan: local roadways, collector roadways, arterial roadways and expressways. Most quarter sections abut an arterial roadway on one or two sides and have an internal collector roadway system that links with existing collector roadways in adjoining neighbourhoods without creating opportunities for shortcutting. The majority of residential development will be located on local roadways, and to a lesser degree on collector roadways.

Local Roadways

Local roadways are not identified on Figure 5. The alignment of local roadways will be determined as part of the neighbourhood area structure plan, to the satisfaction of The City and based on The City's *Engineering Design Guidelines*.

Collector Roadways

Designated collector roadways are identified on Figure 5. Typically a collector roadway provides direct frontage access to abutting land uses, provides public parking on both sides, accommodates snow storage, serves as a transit route and provides sidewalks for transportation mode alternatives to the motorcar. The current standard provides for a treed boulevard and separate sidewalk on both sides of the street, with a minimum of one sidewalk being a 2.5 collector trail.

The alignment of collector roadways proposed on Figure 5 is based on the standard of 400 m minimum intersection spacing onto arterial roadways and 800 m intersection spacing onto expressways, as well as the requirement for collector street linkages between adjacent neighbourhoods without creating opportunities for shortcutting between arterial roadways or incompatible land uses. Collector roadways must provide efficient and effective circulation of traffic within each neighbourhood and efficient and effective connections to adjacent arterial roadways.

Based on these minimum ground rules a developer may propose an alternative collector roadway design as part of the preparation of the Neighbourhood Area Structure Plan for evaluation by The City. In this regard developers are encouraged to consider transit routing, the actual location of natural features (from Figure 3 and from the detailed neighbourhood ecological profile), any park site locations and any other design considerations that may enhance the neighbourhood identity, sense of place, land use pattern and walkability of the neighbourhood – details which for practical reasons are typically not available and considered at the major area structure plan level. Changes to the collector roadway alignment which avoid shortcutting and maintain the predetermined intersection spacing to the satisfaction of the City Administration may be made without obtaining an amendment to the East Hill MASP.

The commercial streets within the town centre site will be divided collector roadways. The commercial traffic generated within the town centre site is expected to be up to eight times more than what would be typical for residential traffic volumes. The developers of the relevant quarter sections will be responsible for all costs associated with the construction of collector roadways including intersection treatments and additional lanes.

The collector roadway pattern within Section 23 is designed to discourage external traffic shortcutting to the town centre from areas south of 55 Street, from 30 Avenue and from 20 Avenue.

The collector roadway intersection proposed on 30 Avenue approximately at 61 Street will provide access for residential developments to the east on the NW and SW ¼ Section 23-38-27-W4, including the existing College Park subdivision. The collector roadway alignment will provide land for a buffer area between the proposed roadway and existing College Park residences. The existing 61 Street will remain a local roadway with a new intersection to be constructed connecting it with the proposed collector roadway for access into College Park. There will be no roadway connections between College Park and the future developments to the east on SW ¼ Section 23. One or more pedestrian linkages will be provided from future subdivisions east of College Park through College Park to the arterial trail along 30 Avenue. More detail will be provided in an area redevelopment plan for College Park.

Arterial Roadways

Arterial roadways provide for the movement of large volumes of traffic, including truck and transit routes, by connecting major areas of traffic generation within the City. As efficient flow of traffic is the primary function of this classification of roadway, direct residential lot access is not permitted to/from a divided arterial roadway. Subject to the approval of The City, right in/ right out site accesses for major non-residential developments such as district and regional shopping centres, high schools or other major public facilities may be permitted.

Intersections and junctions onto arterial roadways are infrequent and appropriately designed, therefore all turn intersections onto divided arterials are provided at 400 m intervals to effectively channel traffic from the major collector network.

Off-site levies normally fund the basic cost of constructing four-lane divided arterial roads, but additional improvements necessitated by adjacent developments (e.g. additional accesses and traffic lanes) will be borne by the developer.

Arterial roadways within the plan area consist of the following:

- 30 Avenue
- 40 Avenue
- 22 Street between 30 and 40 Avenues
- 32 Street
- 50 (Ross) Street, and
- 67 Street westbound from a point approximately 800 m west of 20 Avenue

The extensions of Ross Street and 32 Street east of 20 Avenue and related intersections as illustrated on Figure 5 are shown conceptually within Red Deer County jurisdiction. These proposed roadways are illustrated on lands that are not likely to be developed until the city reaches a population of 160,000 and are shown in order to illustrate how the arterial roadway system potentially could be completed to 10 Avenue.

The arterial roadway along 22 Street west of 30 Avenue is built within a 37.5m right of way (reduced from 48 m) that allows for the construction of a berm along the north side of 22 Street (a berm was not required along the south side due to the presence of a 61 m wide Altalink right-of-way. Minimum intersection spacing along 22 Street is 200 metres. East of 30 Avenue, 22 Street is classified as a collector road.

The Molly Bannister Drive alignment protection serves to ensure that the planning of the NE ¼ Section 4 accommodates this roadway alignment into the neighbourhood design without adversely affecting any future decisions regarding a possible roadway crossing over Piper Creek. This does not necessarily imply that Molly Bannister Drive will be extended across Piper Creek, and any such decision would require Council approval. If the protected alignment for Molly Banister Drive between 40 Avenue and Bremner Avenue is ever implemented this will be an arterial roadway with a 43 m right-of-way width from 40 Avenue to Piper Creek.

Expressways

The expressway classification of road reflects the highest level of roadway function in the plan area. Expressways require a 60 to 80 metre right-of-way and a recommended intersection spacing of 800 metre. Where expressways intersect with major arterials and/or highways, a grade-separated intersection may eventually be required. Although further study is required to

determine the traffic needs, it is anticipated that diamond-type interchanges will be required on 20 Avenue at 67 Street and Delburne Road (19 Street). A 150m by 400m triangular area from each affected quarter section has been identified on Figure 5 to accommodate these interchanges.

Expressways within the plan area are:

- 67 Street (Highway 11) eastbound from a point 800 m west of 20 Avenue
- Delburne Road (19 Street)
- 20 Avenue, and
- Northland Drive with its river crossing and linkage to Highway 11A

The eastward extension of 67 Street reflects the future alignment of Highway 11 that has been protected by a Provincial Ministerial Order.

4.4 PUBLIC OPEN SPACE – Figure 3, 5 & 10

For the purpose of interpreting Figure 5 (read in conjunction with Figure 3) public open space on Figure 5 consists of the following categories:

- a) utility rights of way/easements
- b) proposed neighbourhood parks and trail linkages
- c) proposed natural areas, and
- d) a multi-neighbourhood park site

Figure 10 identifies proposed trail linkages based on the information and standards contained in the Trails & Pathways Master Plan.

4.4.1 Utility Easements

Those areas that are set aside for surface, underground or overhead infrastructure, such as electric transmission lines, well sites or oil/gas pipelines are identified on Figure 5 as “Major Easement/R.O.W”. On Figure 10 those easements/R.O.W. that have potential as trail linkages are identified as such.

4.4.2 Proposed Neighbourhood Parks and Trail Linkages

On Figures 5 and 10 proposed neighbourhood parks and neighbourhood trail linkages are conceptually identified with a park and trail symbol. This symbol indicates that in each quarter section a minimum of 10% of the developable area is required to be dedicated as municipal reserve for neighbourhood parks, parkettes and linear parks, containing neighbourhood and nature trails as may be required by The City. The location of proposed neighbourhood parks and neighbourhood/nature trails as indicated on Figure 5 is not specific but rather conceptual and arbitrary. Final locations will be determined with the preparation of a neighbourhood area structure plan when more detailed site information is available. For this purpose developers are required to consult Figure 3 for the location of natural areas and preservation focus areas, Figure 5 for the location of school sites, as well as individual neighbourhood ecological profiles and the *Neighbourhood Planning Guidelines & Standards* to find the most appropriate location for neighbourhood parks and trails within each quarter section.

At the neighbourhood area structure planning level neighbourhood parks will be strategically located to incorporate preservation focus areas, provide centrally located amenities, and create active and passive recreation opportunities for all ages, needs and desires. Neighbourhood parks

may also accommodate school sites as designated on Figure 5, and accommodate neighbourhood/nature trails consisting of separate pathways.

Neighbourhood parks and leisure facilities and amenities are located on sites more or less central to each quarter section neighbourhood or, where the phasing of adjacent quarter sections permits joint development, on a combined site located centrally and serving two adjacent quarter sections. Development of each neighbourhood park will be directed by a neighbourhood park plan which is prepared as part of the neighbourhood area structure plan in accordance with the *Neighbourhood Planning Guidelines & Standards*. Each neighbourhood park site will be landscaped for natural and aesthetic purposes. Each neighbourhood area structure plan must be designed to include a convenient trail system providing internal and external connections in the neighbourhood to local amenities, schools, parks, commercial centres and transit stops.

Neighbourhood parks provide a variety of recreational amenities for neighbourhoods and may be combined with a school site. Where Figure 5 does not identify the requirement for a school site in a quarter section, developers are encouraged to reduce the size of the neighbourhood park site to design more dispersed parkettes and linear parks throughout the neighbourhood.

Linear parks may consist of municipal reserve, a public utility lot or utility easements. Linear parks may combine active and passive recreation along with a trail, but not all linear parks have to contain a trail. The City's Recreation Parks & Culture Department will work with the developer at the neighbourhood area structure plan stage to identify the location of trails.

Where opportunity exists, such as in the NE ¼ Section 23-38-27-W4 and the South ½ of Section 26-38-27-W4, developers must consider incorporation of natural areas as linear parks, such as a seasonal stream or drainage channel.

A parkette is a small municipal reserve site (approximately 0.2 to 0.8 hectare in size) that may contain active (e.g. a tot lot) and/or passive (e.g. a bench and table) recreation and a linkage to the trail system.

The landmark sites and public square envisioned for the town centre could consist of parkettes.

4.4.3 Proposed Natural Areas

This category includes areas that qualify for environmental reserve dedication under the *Municipal Government Act* as well as areas which do not qualify as such but are nonetheless environmentally significant. All of these natural areas are identified on Figure 3 with the purpose of providing a framework and preservation focus for neighbourhood level planning in conjunction with more detailed ecological profiles of each quarter section, as well as to identify regional preservation needs. Neighbourhood planning shall consider these preservation focus areas for possible incorporation into the open space system.

4.4.3.1 Potential Environmental Reserve

Figure 5 identifies those public, semi-public and private natural areas which are suspected with reasonable certainty, but without having conducted a site analysis, as potentially qualifying for environmental reserve dedication in accordance with the *Municipal Government Act*. Reasonable certainty is based on the existence of, for example, steep and/or unstable slopes, or a natural drainage course.

The following areas are identified as potential environmental reserve dedication:

- Piper Creek bed, shore and escarpment
- the deep ravine connecting the Red Deer River with a wetland in the NW ¼ Section 26-38-27-W4 including the wetland itself
- the ravine on the SE ¼ Section 27-38-27-W4 connecting a drainage channel south of 67 Street with the McKenzie Trails area
- the steep slopes along the Red Deer River escarpment

Subject to detailed analysis at the neighbourhood area structure plan level it is required that these lands are dedicated as environmental reserve at the time of subdivision.

Other lands not identified on Figure 5 may also qualify for environmental reserve dedication based on closer evaluation at the neighbourhood area structure plan level, which will be preceded by the preparation of a detailed ecological profile. Examples of such areas include the drainage course which straddles the NE ¼ Section 23 and the South ½ of Section 26-38-28-4 as well as the two wetlands on the SE ¼ Section 22-38-28-4.

4.4.3.2 *Other Natural Areas*

At the level of planning for this major area structure plan the final strategies to ensure the preservation of natural areas which do not qualify for dedication as environmental reserve may not yet be in place. At the neighbourhood area structure plan level the preservation of such areas will require any one or a combination of the following strategies:

- 1) The lands are included as part of the required 10% municipal reserve dedication;
- 2) The lands are included as part of municipal reserve dedication in excess of the required 10%; and/or
- 3) Funds are identified to purchase the lands containing such natural areas.

4.4.4 **Multi-neighbourhood Park Site**

A ±24 hectare (±60 acre) multi-neighbourhood park/school site, containing a multi-neighbourhood leisure facility and high school sites for both the Catholic and the Public school authorities, is identified at the intersection of 67 Street and 30 Avenue on the SW ¼ Section 26-38-27-W4. The City and the appropriate school authorities involved will acquire the land required for this park site. The multi-neighbourhood park site can potentially be integrated as a civic and recreational component of the town centre site.

The City and both school authorities recognize the potential efficiencies for land use and capital costs that could be realized by sharing facilities such as parking lots and building envelopes. The Multi-neighbourhood Park Site presents an opportunity to explore this route.

The multi-neighbourhood park site requires collector street access along its north and east sides. The designated access points for these collector streets are set back ±600 m north and ±400 metres east from the 30 Avenue/67 Street intersection, as shown on Figure 5.

Roadway design at the 67 Street/30 Avenue intersection will have to accommodate a pedestrian crosswalk.

4.5 PUBLIC FACILITIES – Figure 5

Typically public facilities include large infrastructure and installations such as a landfill site or an electrical substation, an emergency services site, leisure facilities and amenities such as libraries, swimming pools, arenas, and outdoor playing fields and courts, semi-public sites such as places of worship and social care/day care/retirement home/assisted living residence, park and recreation areas that may include a school site, and trail linkages.

Special sites are provided by The City for public facilities that serve a district population, including libraries, arenas and swimming pools. In addition to primarily residential uses, each neighbourhood is required to provide certain public facilities. Usually special sites are set aside for public infrastructure and installations, while leisure facilities and amenities are located on neighbourhood park sites and residential areas include social care and worship sites.

Facilities such as the Westerner Exposition Park and the Collicutt Centre combine various leisure facilities and amenities, including educational facilities, which serve the surrounding neighbourhoods, the city and the region. The City's landfill site is another regional facility. The East Hill Major Area Structure Plan recognizes the land uses, access issues and traffic generation resulting from these existing public facilities within and near the plan area.

4.6 EMERGENCY SERVICES – Figure 5

Figure 5 identifies the following four potential new locations for future emergency services facilities that could accommodate fire, ambulance and/or other community services:

- a) Along the north side of 22 Street between 30 Avenue and 40 Avenue on the NE ¼ Section 3-38-27-W4.
- b) On the west side of 40 Avenue near the intersection of 22 Street within the NE ¼ Section 4-38-27-W4.
- c) On the west side of 30 Avenue at the intersection of future 55 Street within the SE ¼ Section 22-38-27-W4.
- d) On the NW ¼ Section 23-38-27W4 near the intersection of 30 Avenue and 67 Street. This site is within the proposed town centre and its actual location, design and architecture must complement residential and commercial development. It has the potential to be a landmark site/building as envisioned in Section 4.2.1.

In the event that a proposed emergency services site is not used, alternative land use will be determined through the more detailed neighbourhood area structure plan process.

4.7 SCHOOLS – Figure 5

The K-9 Catholic school designation means a school building that could contain kindergarten (K) through grade 9, or grades K-5 (elementary school), or grades 6-9 (middle school). A Catholic High School could contain any grades from 9 to 12.

The K-8 Public school designation means a school building that could contain kindergarten (K) through grade 8, or grades K-5 (elementary school), or grades 6-8 (middle school). A Public High School contains grades 9 to 12.

As is the case with the park site and trail linkage symbol, the location of proposed school sites is flexible and will be determined at the neighbourhood area structure plan level. However, the school site must be located in the quarter section in which it is shown on Figure 5.

Typically the location of all catholic K-9 and public K-8 school sites are planned to occur in conjunction with a neighbourhood park site internal to the neighbourhood. These sites are preferably located at the intersection of two collector streets, but the minimum access requirement is to provide site access from one collector and one local street. The school site is to be positioned within a neighbourhood park site containing a minimum of one sports field and in close proximity to the trail system.

High school sites are positioned at the edge of quarter sections next to arterial roadways and near a proposed transit stop. These sites are required to have collector roadway frontage and be directly connected to the trail system.

When appropriate, K-9 and K-8 school sites may be placed nearer to the edge of a quarter section so as to be shared by the adjacent neighbourhood.

The designation and location of school sites as shown on Figure 5 are pursuant to agreements between Red Deer Public School District No. 104, Red Deer Catholic Regional Division No. 39 and the City of Red Deer. All school locations shown are tentative with actual construction of any school being dependent upon approval of the respective school board.

This plan and the *Neighbourhood Planning Guidelines & Standards* encourages the school boards to decide if a school site is required within a quarter section development as early as possible. This is to ensure that, if municipal reserve is not required for a large school site, then the size of the neighbourhood park site could be reduced and the 'surplus' municipal reserve could be better utilized as smaller parkettes and/or linear parks with neighbourhood trails that are distributed throughout the neighbourhood.

Potential efficiencies for land use and capital costs that could be realized by sharing facilities between the two school authorities, such as parking lots and building envelopes, will be explored.

5.0 MUNICIPAL UTILITY SERVICES – Figures 11, 12, 13 & 14

Ecologically sustainable development principles suggest that potential exists within undeveloped areas of the East Hill community to combine natural features with servicing requirements. This is often referred to as green infrastructure. Examples include the Michener storm ponds that have combined storm water management with an existing wetland to create a multi-purpose facility with storm drainage and natural interpretative functions.

Neighbourhood ecological profiles must be considered when developing servicing plans for the consideration of potential multi-purpose features.

5.1 STORM WATER DRAINAGE - Figure 11

Surface water runoff from the East Hill area is drained through buried pipe systems and overland surface systems to the Red Deer River directly or via Piper and Waskasoo Creeks. The East Hill Major Area Structure Plan has been divided into separate storm drainage basins, each with its own designed system of gathering surface water runoff as shown on Figure 11. The City has adopted a policy of restricting direct storm water discharges into the creeks and river in order to limit potential damage associated with increased rates of runoff from urban developments. The restrictions are imposed through the use of a storm water collection system that incorporates water retention and detention facilities for the area.

A number of “dry-ponds” are designated for the East Hill area. These public utilities are usually designed so that they may also serve, in part, as neighbourhood play fields and recreation/open space areas. A detention pond that contains a formal sports field(s) can be credited with up to, but not more than, 1.0 hectare (2.5 acres) of the required minimum ten percent municipal reserve dedication at the discretion of the Recreation Parks & Culture Department. As illustrated on Figure 11, the majority of the storm water detention ponds are located near the boundary of a quarter section. This may limit their use for recreation facilities which are required to be located centrally to a neighbourhood.

The City will also support alternative methods of storm water management, including the creation of permanent man-made storm water ponds and the incorporation of natural marshes or wetlands into the overall storm water system (i.e. green infrastructure), where this can be accomplished without causing concerns for potential flooding.

5.2 SANITARY SEWER – Figure 12

The sanitary sewer system, shown on Figure 12, is divided into drainage basins as shown on Figure 11. This collection system is designed to use a combination of sewage lift stations and gravity trunk mains to direct all sewage to the wastewater treatment plant located at the north end of the City along the river.

As new development occurs, the extension of existing trunk mains will permit all areas within the boundaries of the East Hill Major Area Structure Plan to be serviced. A portion of the plan area north of 55 Street will be serviced via the Waskasoo Regional Sewer Line that originates south of the City in Red Deer County and connects to the City’s wastewater treatment plant in the north.

5.3 WATER DISTRIBUTION – Figure 13

The City of Red Deer obtains raw water from the Red Deer River. Water treatment is accomplished with two plants located at the river. The City's water distribution system for the East Hill area consists of a combination of water pressure zones, booster pump stations, water reservoirs, and trunk mains to adequately distribute water to meet domestic and fire flow demands. See Figure 13.

5.4 POWER TRANSMISSION – Figure 14

The concept for the transmission of electric power to meet domestic and commercial demand on the East Hill is provided on Figure 14. This includes the following overhead power lines:

- Delburne Road from 30 Avenue to 20 Avenue
- 20 Avenue north from Delburne Road to 22 Street
- 20 Avenue from 55 Street to 76 Street
- 76 Street from 30 Avenue to 20 Avenue
- 67 Street from the Red Deer River to 20 Avenue

6.0 PLAN IMPLEMENTATION

6.1 NEIGHBOURHOOD AREA STRUCTURE PLANS

The objectives of the East Hill Major Area Structure Plan shall be implemented through the preparation of neighbourhood area structure plans for all undeveloped quarter sections and/or other undeveloped parcels of land within the plan area. Where cooperation exists between landowners a joint neighbourhood area structure plan for each of the following lands is required (if landowner cooperation is not feasible “shadow planning”¹ of these areas is required):

- The north half of Section 22-38-27-W4
- The south half of Section 22-38-27-W4
- The south half of Section 27-38-27-W4
- The south half of Section 26-38-27-W4
- The north half of Section 23-38-27-W4
- The west half of Section 23-38-27-W4 (“shadow planning” for servicing consideration only)

All neighbourhood area structure plans within the plan area shall be consistent with the East Hill Major Area Structure Plan, read in conjunction with the *Neighbourhood Planning Guidelines & Standards*.

The neighbourhood area structure plans for those quarter sections containing the town centre site must address the following matters:

- The gradual transition of residential densities and land use intensity from lands adjacent to the town centre to high density residential and commercial land uses within the town centre.
- The design considerations required to develop a comprehensive and coherent town centre across five quarter sections of land.

6.2 LAND USE BYLAW

A new commercial land use district is required to implement the vision of the commercial and residential mixed use town centre as described in Section 4.2.1. The town centre land use district must address the following aspects:

- The district must allow for a variety of commercial and retail uses at the regional, district and neighbourhood convenience shopping centre levels. This must include uses that are normally associated with highway commercial development, but it must require higher landscaping standards than that which is typical of highway commercial development.
- The district regulations must allow for the subdivision of small commercial stand alone or fee simple sites.
- Development regulations must ensure that commercial development standards are compatible with residential uses, both within and adjacent to the town centre.
- Development regulations must allow for commercial buildings containing dwelling units above the ground floor.
- Development regulations must require on-site provision for pedestrian movement and connections to trails within public roadways.

¹ “Shadow planning”: means coordination of land use, roadways and servicing infrastructure to a level satisfactory to The City Administration.

- Development regulations must address the three dimensional interrelationship between residential and commercial uses, including building placement and orientation, aesthetic requirements, landscaping, privacy, on-site provision for pedestrians, etc.

6.3 AREA REDEVELOPMENT PLANS

Area redevelopment plans may be prepared for the existing College Park and Michener Centre developments. These types of statutory plans are governed by the *Municipal Government Act* and are required by the City's *Neighbourhood Planning Guidelines & Standards* as a pre-condition for the redevelopment of large land areas. All area redevelopment plans within this plan area shall be consistent and remain cognizant of the principles and concepts as promoted in the East Hill Major Area Structure Plan.

6.4 EXISTING RED DEER COUNTY AREA STRUCTURE PLANS

Previously adopted Red Deer County Area Structure Plans (Spruce Woods ASP on part of SE ¼ Section 34-38-27-W4 and Thompson ASP on the south half of NE ¼ Section 34-38-27-W4) being part of the annexed lands, will be superseded by this plan.

6.5 ADDITIONAL COST OF COMMERCIAL ROADWAY REQUIREMENTS

The commercial streets within the town centre site will be divided collector roadways. The commercial traffic generated within the town centre site is expected to be up to eight times more than what would be typical for residential traffic volumes. The developers of the relevant quarter sections will be responsible for all costs associated with the construction of collector roadways including intersection treatments and additional lanes.

6.6 AMENDMENTS TO THIS PLAN

Any amendment to the East Hill Major Area Structure Plan shall follow the process as outlined in the *Municipal Government Act* and the City's *Neighbourhood Planning Guidelines & Standards*.

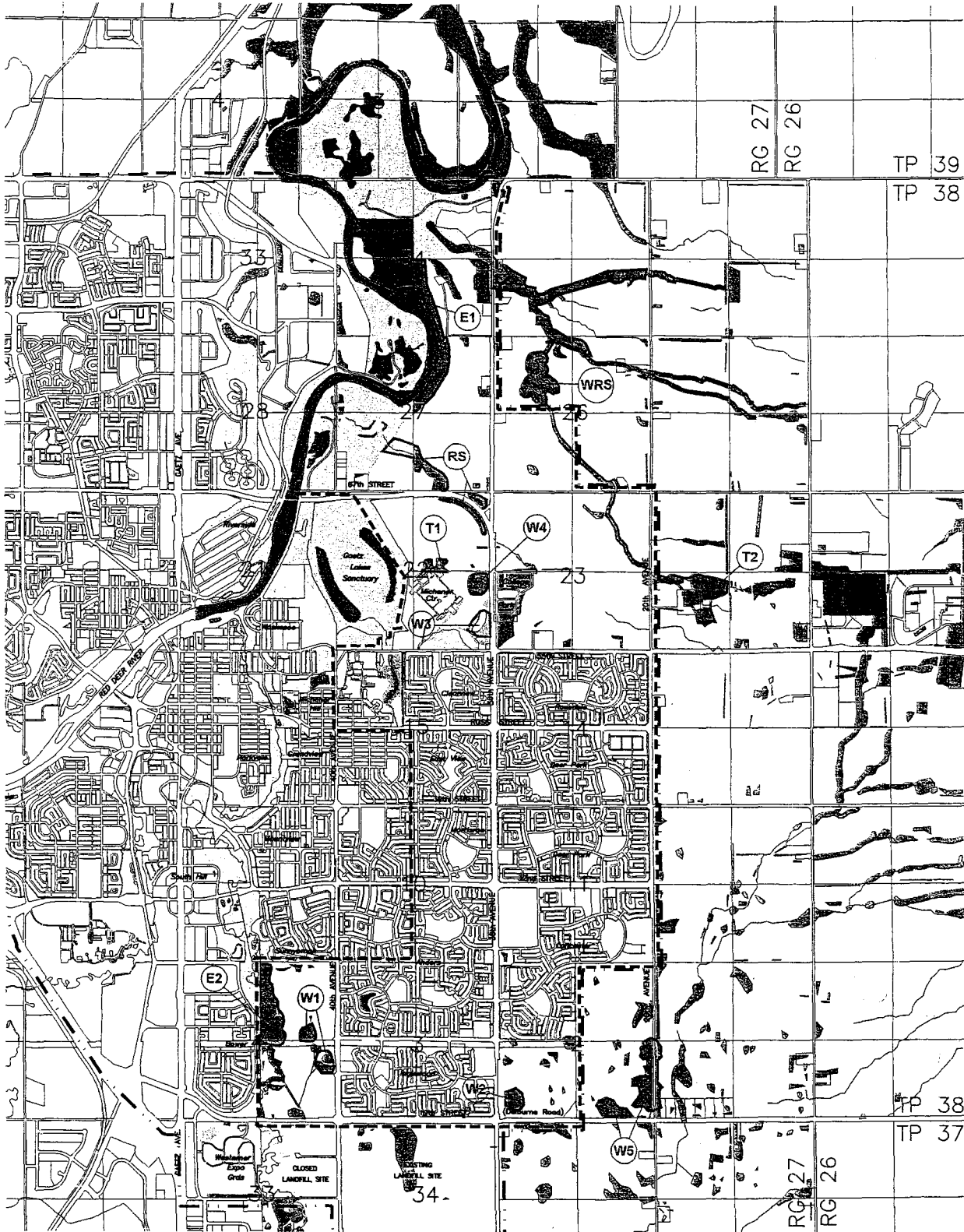
Provided the intent of the Plan is maintained, a minor adjustment to proposed land use boundaries or roadway alignments may be made where necessary without amendment to this Plan.

A change to the collector roadway alignment which, to the satisfaction of The City, avoids shortcutting may be made without obtaining an amendment to the East Hill MASP.

The access points of the collector roadways onto adjacent arterial roadways as proposed in Figure 5 are fixed and cannot be changed without a plan amendment, because this may affect landowners in existing subdivisions.

6.7 PLAN REVIEW

The East Hill Major Area Structure Plan should undergo a comprehensive review and update every five years. This way, any changing or emerging land use and development issues can be given appropriate consideration, and the best interests of the residents of the East Hill area can continue to be recognized into the future.



City of Red Deer

East Hill Major Area Structure Plan Tree and Wetland Natural Habitat Areas:

- Plan Area
- City Boundary
- Existing Water Courses and Lakes
- Existing Public and/or Private Wetlands and Seasonal Streams
- Existing Public Natural Areas
- Existing Semi-Public Natural Areas
- Existing Private Natural Areas

Environmental Preservation Focus
(Refer to text for specific policies)

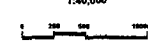
- W1 Wetlands
- W2 Wetlands
- W3 Wetlands & Trees
- W4 Wetlands
- W5 Wetlands & Trees
- WRS Wetland, Ravine & Seasonal Streams
- RS Ravine & Seasonal Stream
- T1 Mature Treed Stand
- T2 Seasonal Stream and Mature Tree Stand
- E1 Red Deer River Escarpment w/ Trees
- E2 Piper Creek Escarpment w/ Trees

Preservation Focus*

Figure 3

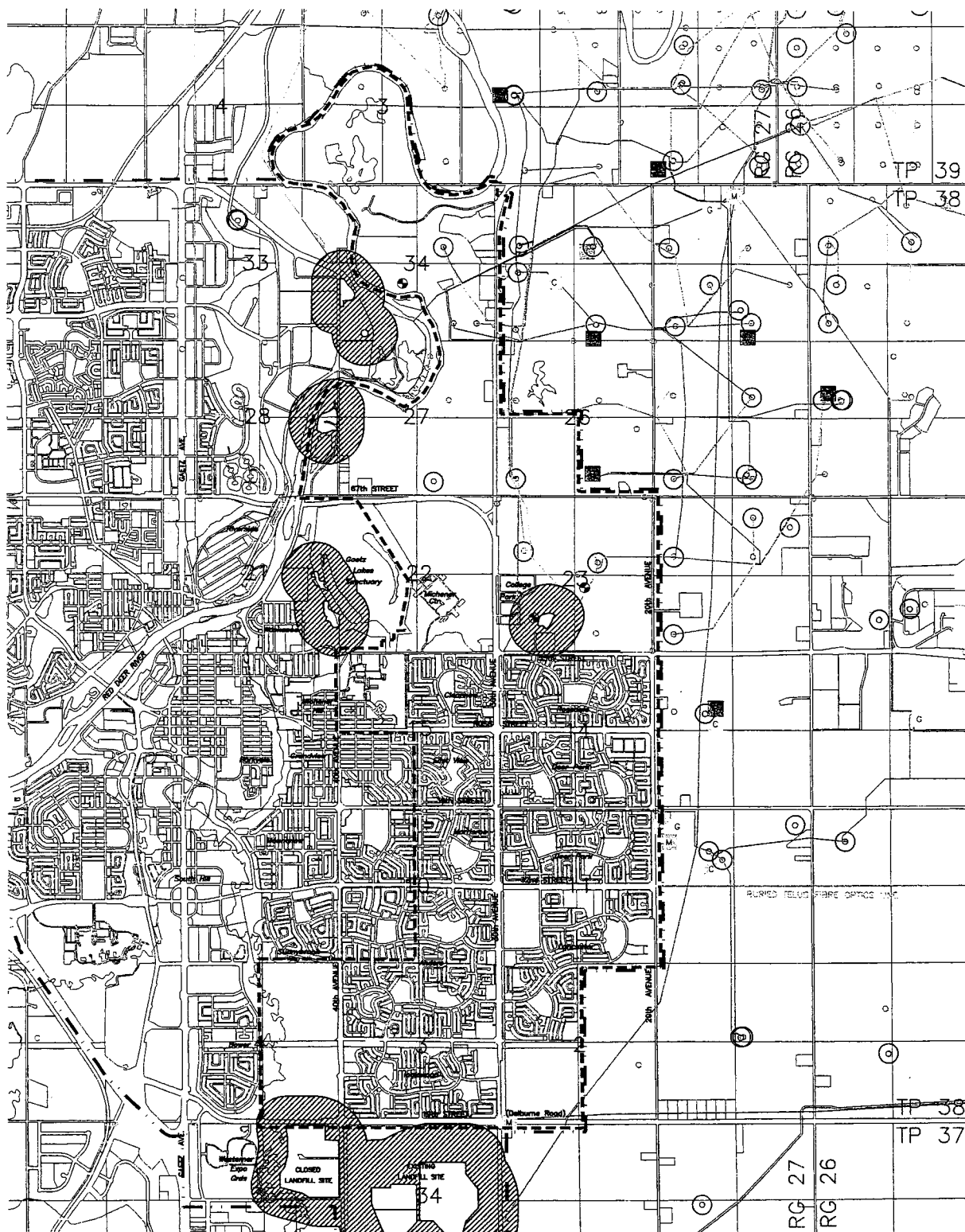


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PARKLAND COMMUNITY PLANNING SERVICES
NOVEMBER 2005

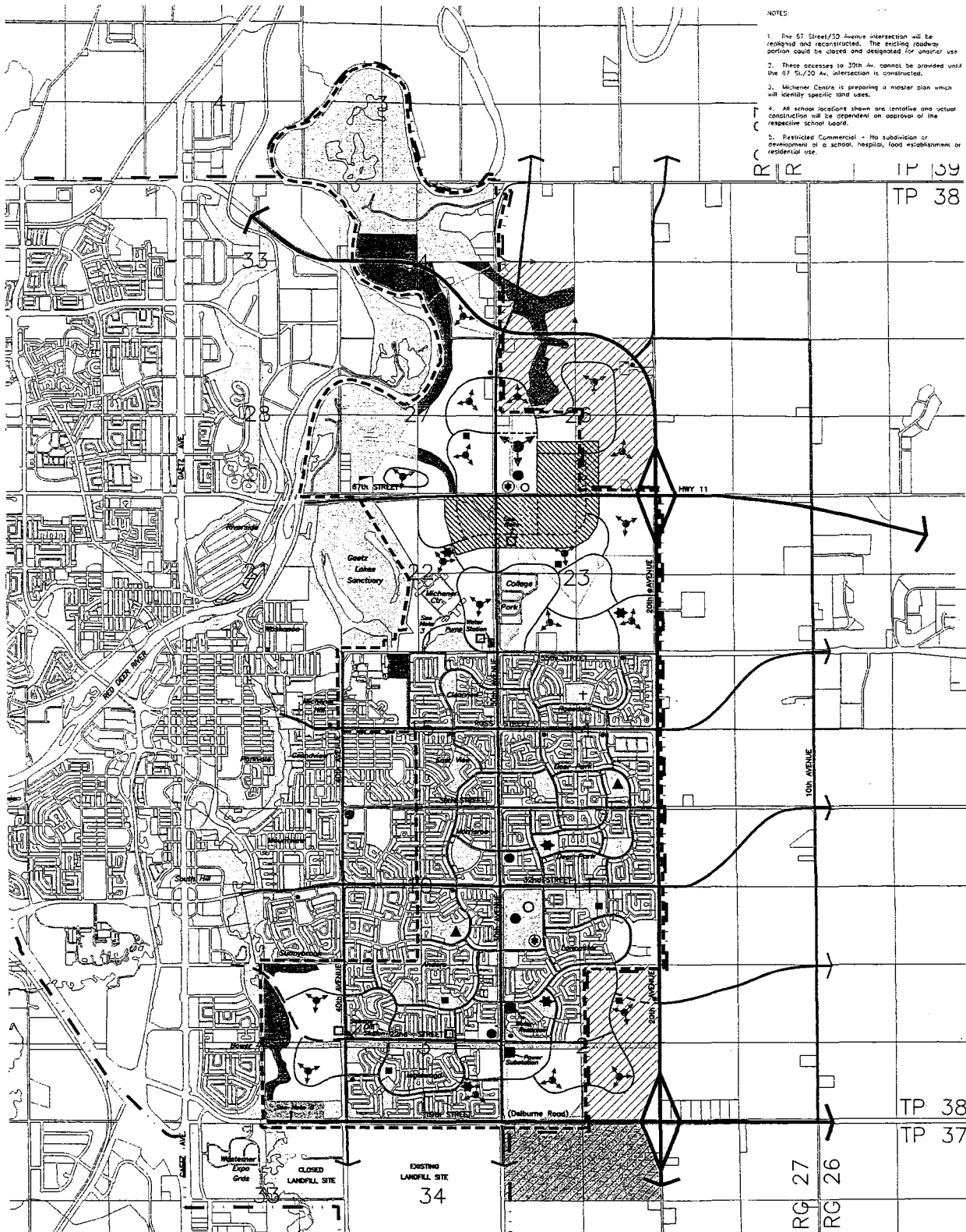
* Information from The City of Red Deer R, P, & C Department Integrated Ecospace (Natural Habitat) Management Area Map, 1995 (updated 1998; minor updates 2004).



**City of Red Deer
East Hill Major Area Structure Plan**

**Figure 4
Natural Resource Extraction
& Landfills**

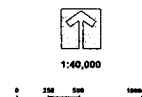
- | | | |
|---------------------------|-------------------------|----------------------|
| --- Plan Area | ⊙ Gravel/Sand Operation | ⊠ Battery Station |
| --- City Boundary | ○ Abandoned Well | ⊠ Compressor Station |
| --- Oil Pipeline | ○ Flowing Gas Well | ○ Gas Plant |
| --- Gas Pipeline | ○ Suspended Gas Well | ⊠ Injection Facility |
| --- Water Pipeline | ○ Flowing Oil Well | ⊠ Meter Station |
| --- Abandoned Pipeline | ○ Water Injection Well | |
| --- Sour Gas/Oil Pipeline | ○ Water Source Well | |
| ▨ Landfill Setback | ○ Well Setback - 100m | |
- (Contents of landfill site adjacent to College Park yet to be confirmed, development restrictions may apply)



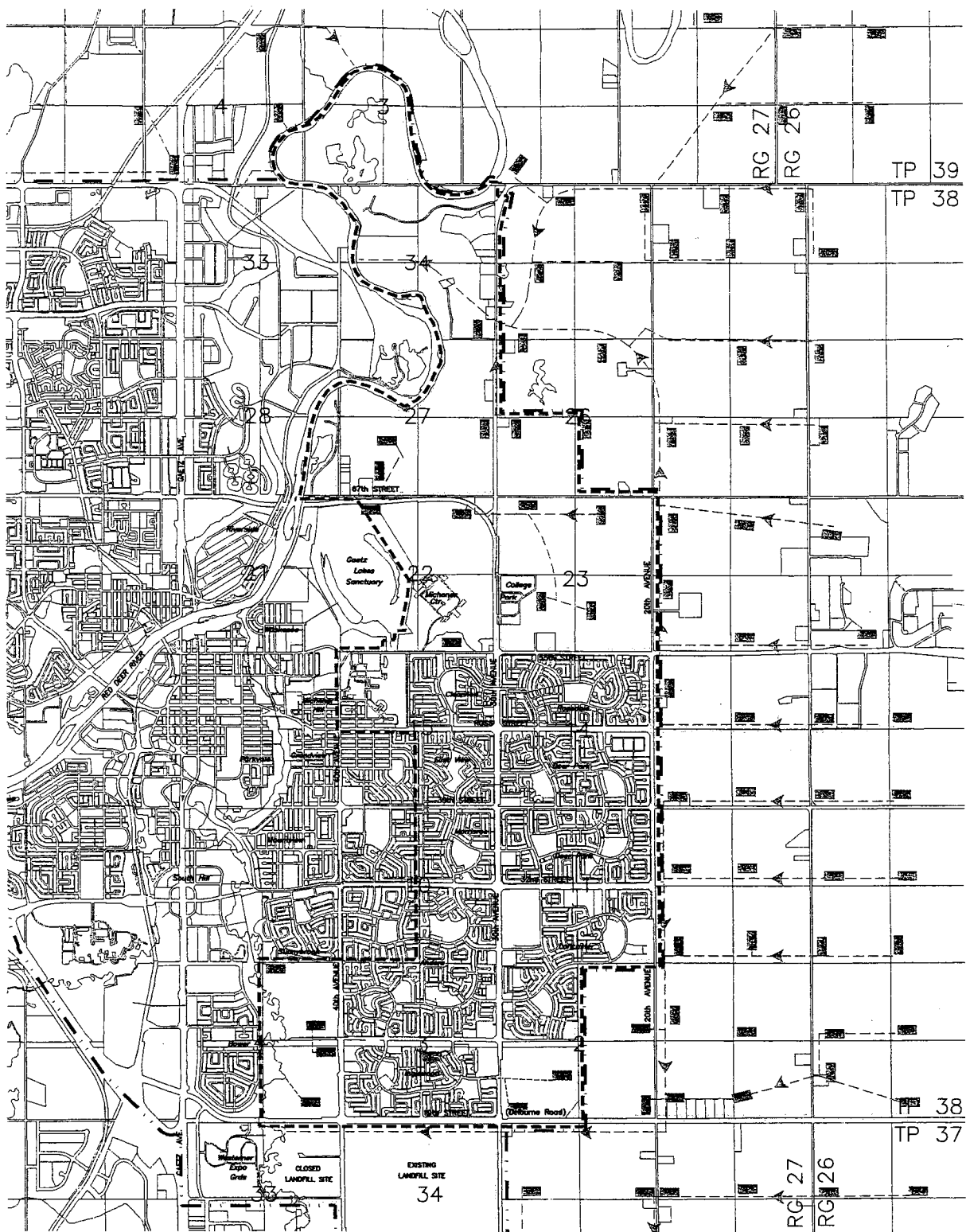
City of Red Deer East Hill Major Area Structure Plan

Figure 5 Development Concept Plan (READ WITH MAP 3)

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> Plan Area City Boundary College Park ARP Boundary Expressway and Grade Separation
(the need for a grade separated intersection will be determined through additional studies) Arterial Road Molly Bannister Dr. - Alignment Protection Divided Collector Road Collector Road Proposed Neighbourhood Park & Trail Linkage* (See Text & Map 2) Proposed Multi-Neighbourhood Park (24 ha) | <ul style="list-style-type: none"> Residential Existing Parks & Natural Areas Industrial / Limited Commercial Town Centre (Mixed Use - Commercial & Residential) Restricted Commercial Proposed Natural Areas Major Easement / R.O.W. Area in Red Deer County is included for conceptual purposes (potential uses shown) | <ul style="list-style-type: none"> Public Utility Site Public Service Potential Emergency Services Site Neighbourhood Commercial Centre District Commercial Centre Multi-Neighbourhood Leisure Facility |
|---|--|---|
- * Locations shown are conceptual and arbitrary
- Schools (see Note 4)**
- Public K-8 School
 - Public Elementary School
 - Public High School
 - Catholic K-9 School
 - Catholic High School
 - Catholic Elementary School



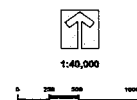


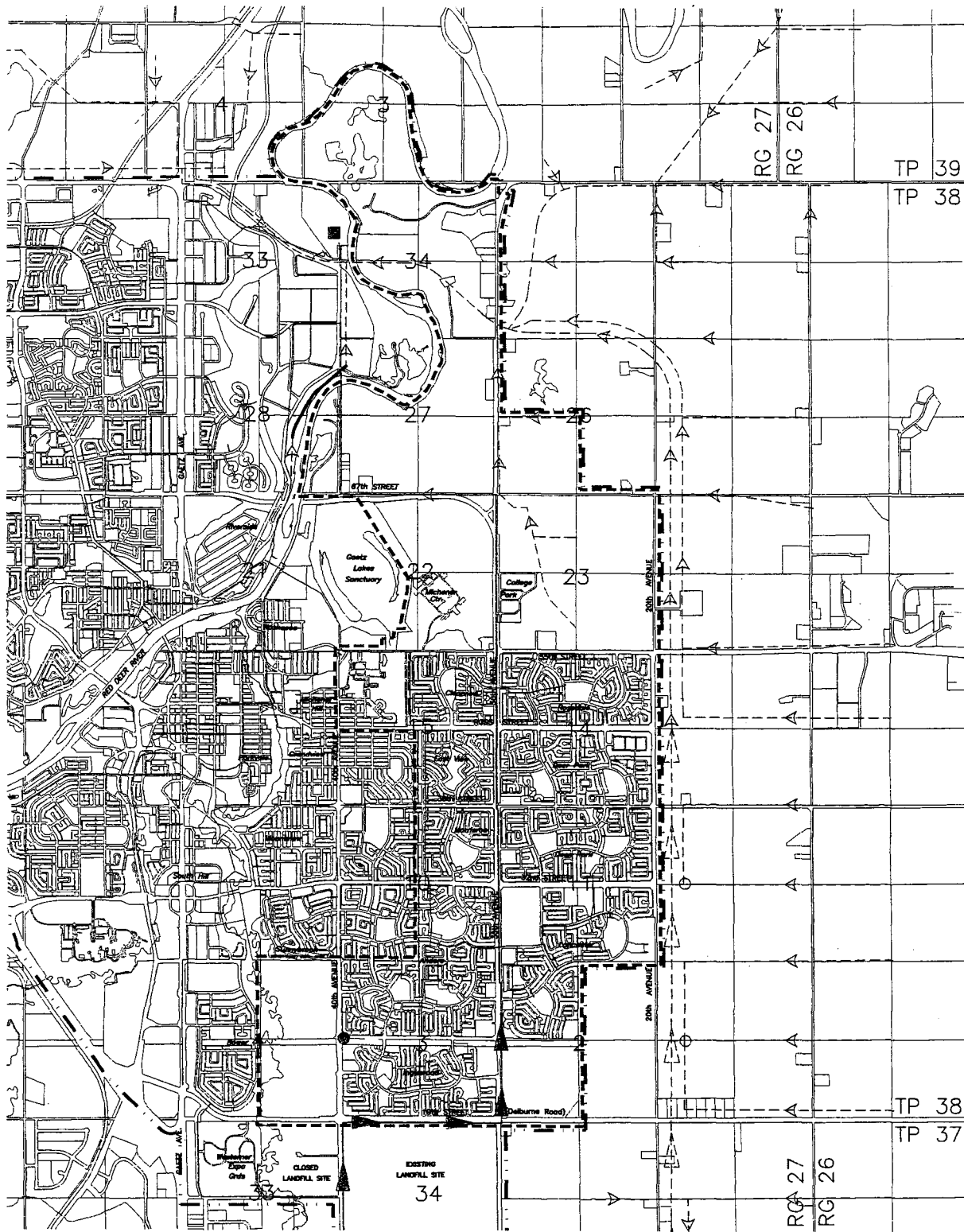


City of Red Deer East Hill Major Area Structure Plan

Figure 11
Storm Servicing
Concept

- Plan Area
- - - City Boundary
- Existing Storm Water System
- - - Proposed Storm Water System
- ▲ Flow Direction
- Proposed Storm Pond
- Service Basin Area

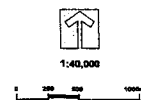


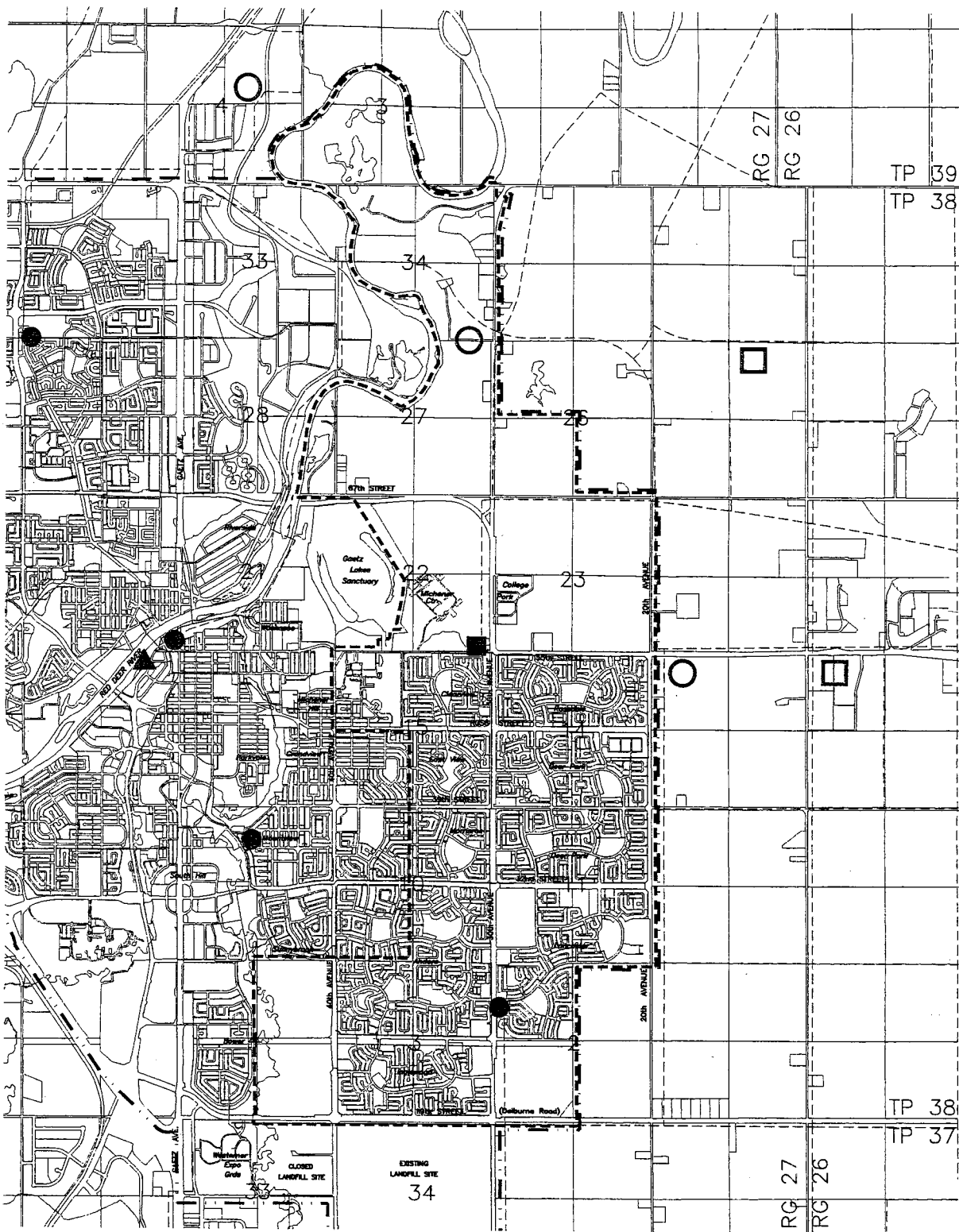


**City of Red Deer
East Hill Major Area Structure Plan**

**Figure 12
Sanitary Servicing
Concept**

- Plan Area
- ... City Boundary
- Existing System (Pipe >300mm)
- Existing Force Main System
- Existing Waskasoo Regional Trunk System
- Existing Waste Water Treatment Plant
- Existing Lift Station
- △ Proposed Gravity Trunk Main
- Proposed Force Main
- Proposed Lift Station

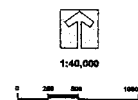


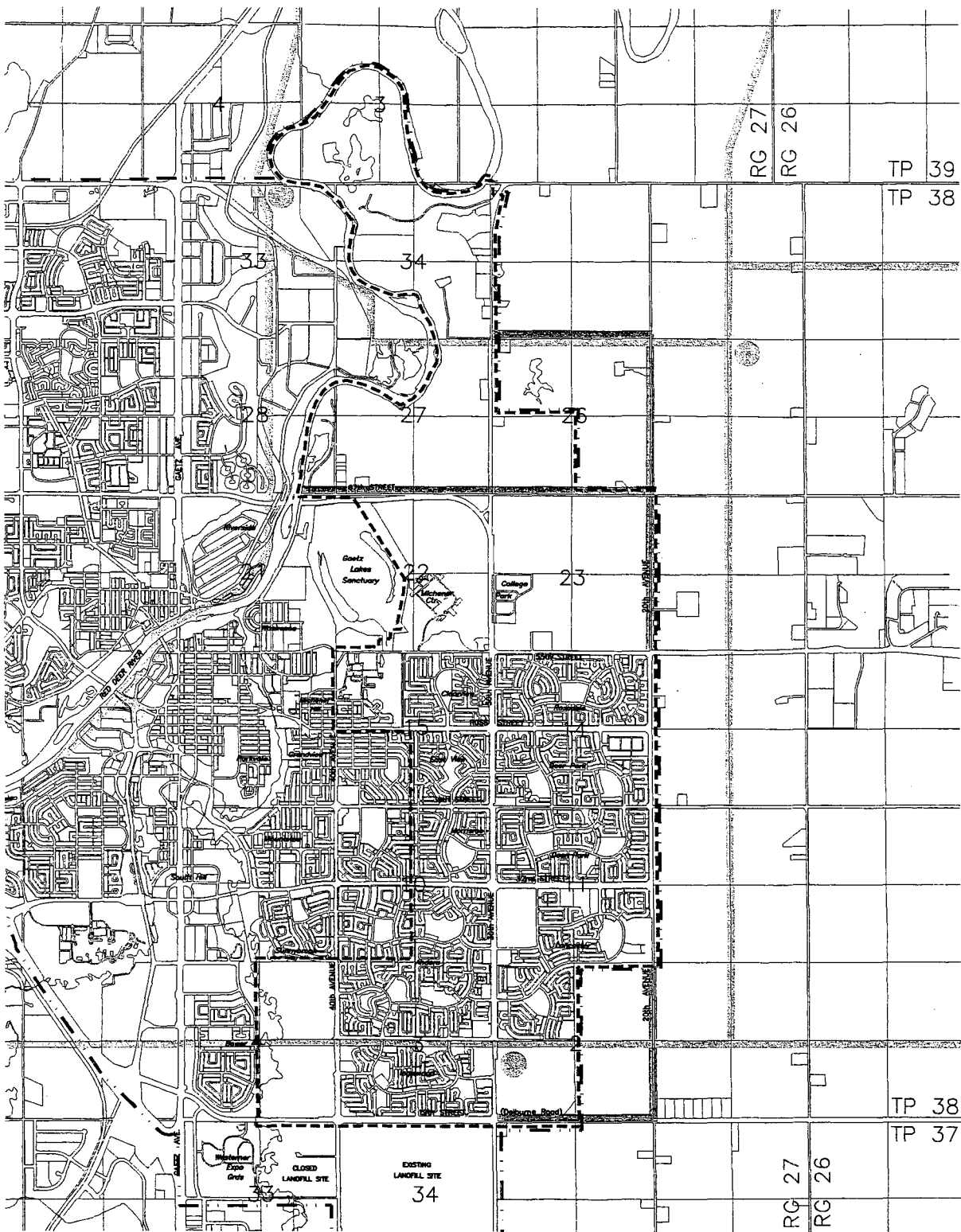


City of Red Deer
East Hill Major Area Structure Plan

Figure 13
Water Servicing Concept

- Plan Area
- .-.- City Boundary
- Existing Water Trunk
- ▲ Existing Water Treatment Plant
- Existing Pump Station
- Existing Reservoir/Pump Station
- Proposed Water Trunk
- Proposed Pump Station
- Proposed Reservoir/Pump Station

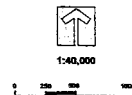




City of Red Deer
East Hill Major Area Structure Plan

Figure 14
Electric Servicing Concept

- Plan Area
- City Boundary
- Transmission Right-of-Way
- Power Substation
- Distribution Right-of-Way



Legislative & Administrative Services**DATE:** December 20, 2005**TO:** Tony Lindhout, Parkland Community Planning Services**FROM:** Kelly Kloss, Legislative & Administrative Services Manager**SUBJECT:** East Hill Major Area Structure Plan Bylaw Amendment 3207/A-2005

Reference Report:

Parkland Community Planning Services, dated December 8, 2005 and November 14, 2005

Resolutions:

"Resolved that Council of the City of Red Deer having considered the report from Parkland Community Planning Services, dated December 8, 2005, re: East Hill Major Area Structure Plan Bylaw Amendment 3207/A-2005 – Revised Figures 3 and 5, hereby agrees to amend the East Hill Major Area Structure Plan Bylaw Amendment 3207/A-2005 by deleting Figures 3 and 5 and substituting in their place the revised Figures 3 and 5 attached to the above noted report and as presented to Council on December 19, 2005."

Bylaw Readings:

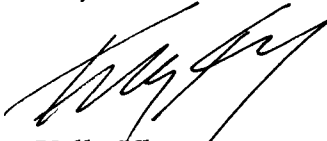
East Hill Major Area Structure Plan Bylaw Amendment 3207/A-2005, as amended, was given second and third readings. A copy of the bylaw is attached.

Report Back to Council: No

Council Decision – December 19, 2005
East Hill Major Area Structure Plan Bylaw Amendment
Page 2

Comments/Further Action:

The East Hill Major Area Structure Bylaw Amendment provides for the incorporation into the plan area and a development of a land use and servicing concept for lands that were annexed from Red Deer County in 2004. The predominant land uses in the plan area is residential with associated open spaces, park and school sites, commercial sites and public facilities. Please provide this office with copies of the updated East Hill Major Area Structure Plan.



Kelly Kloss
Manager

/chk
attchs.

- c Director of Development Services
 Land & Economic Development Manager
 Inspections & Licensing Manager
 City Assessor
 T. Edwards, Clerk Steno

Item No. 2



Legislative & Administrative Services

DATE: December 12, 2005

TO: City Council

FROM: Kelly Kloss, Legislative & Administrative Services Manager

SUBJECT: Land Use Bylaw Amendment 3156/LL-2005
Former Red Deer County Building Site
Lots 1 & 2, Block 9, Plan 708 M.C. (4758 – 32 Street)

History:

At the Monday, November 21, 2005 Council Meeting, Council gave first reading to Land Use Bylaw Amendment 3156/LL-2005.

Land Use Bylaw Amendment 3156/LL-2005 provides for the rezoning of the former Red Deer County building site located at 4758 – 32 Street from R2 Residential (Medium Density) District to Direct Control District DC (22). The proposed development for the site is to be low density commercial uses in a strip mall with medical offices and a pharmacy serving as an anchor.

Public Consultation Process:

A Public Hearing has been advertised for Monday, December 19, 2005 at 7:00 p.m. in Council Chambers, during Council's regular meeting. The owners of the properties bordering the site have been notified by letter of the Public Hearing.

Recommendations:

That following the Public Hearing, Council proceed with second and third readings of the bylaw.

A handwritten signature in black ink, appearing to read 'Kelly Kloss', written over the printed name and title.

Kelly Kloss
Manager

DATE: November 9, 2005

TO: Kelly Kloss, Legislative & Administrative Manager

FROM: Kristina Mark, Planner

RE: Land Use Bylaw Amendment 3156/LL-2005
Former Red Deer County Building Site
Lots 1 & 2, Block 9, Plan 708 M.C. (4758 – 32 Street)

Amendment Request

This office on behalf of the City of Red Deer has received a letter from Ralph Salomons Commercial Inc. requesting a land use bylaw amendment for the re-designation of the former Red Deer County building site. The site is currently designated R2 - Residential (Medium Density) District. The request is to have the site re-designated to a Direct Control District which would be labeled DC (22).

The site is proposed to be developed with low density commercial uses in a 25,000 square foot strip mall with medical offices and a pharmacy together serving as an anchor. The total site area is 0.86 ha (2.136 acres).

Background

As far back as the 1960s, this site was zoned a R2 Residential (General) District. Public and quasi-public buildings were permitted as a discretionary use. To our knowledge, the site was never used for residential purposes. The only known developments on the site have been for the Red Deer Health Unit and the Red Deer County's office.

The surrounding sites include R3 Residential (Multiple Family) District, C3 Commercial (Neighbourhood Convenience) District and C4 Commercial (Major Arterial) District.

To allow for easy accessibility and convenience from residential areas, Land Use Bylaw exceptions made have included the allowance of health and medical offices in C2 and C3 Commercial Districts.

In July 2003, City Council approved a Land Use Bylaw amendment to allow low impact commercial businesses in the C3 District to serve more than just the immediate neighbourhoods. The term neighbourhood is broadly or narrowly defined depending on the location and use proposed. For the proposed use, the low density commercial strip mall will be used to serve the immediate and surrounding neighbourhoods.

Community Public Meeting

On October 6, 2005, Parkland Community Planning Services hosted a neighbourhood meeting to gather community input on the proposed rezoning request. The meeting was advertised by neighbourhood newsletters delivered door to door. The meeting was held at Mountview Elementary School Library and was attended by 3 people, 2 representatives from Group 2 Architecture and Ralph Salomons from Ralph Salomons Commercial Inc.

Much of the discussion was about the building design and elevations of the proposed commercial establishment. A couple of questions referred to the proposed separation barrier between residential and commercial properties. The public in attendance conveyed support for the proposed commercial plaza.

Comments Received by City Departments

A letter describing the proposal for the land use bylaw amendment for the site re-designation was sent out to several City departments for comments. Comments relating to development will be addressed at the time of development permit application.

The Department of Inspections and Licensing expressed concerns about the rezoning proposal. They feel that the proposal contravenes section 9.1 of the Municipal Development Plan as the proposal is to offer medical services on the site.

Planning Analysis

In reviewing the request for direct control zoning to allow for medical offices, the ideal would be to have the site zoned either C2 or C3 Commercial. However, the subject site does not meet the minimum 1.0 ha (2.47 acre) site area requirement of the C2 Commercial (District Shopping Centre) District and exceeds the maximum 0.4 ha (1 acre) site area requirement of the C3 Commercial (Neighbourhood Convenience) District. The proposed development to include a

Kelly Kloss, Legislative & Administrative Manager
Land Use Bylaw Amendment 3156/LL-2005
Page 3

medical office use precludes the C4 Commercial (Major Arterial) District which does not permit this use.

There is no existing land use bylaw district that fully accommodates the requested development. This site is unique because it is located between arterial commercial and residential. The proposed direct control district would be a combination of the C3 and C4 districts to create a specialized zone for this unique site situation.

Care must be taken to ensure a practical transition between the areas of residential and commercial zoning. The site has a history of non-commercial uses. The proposed direct control district is designed to allow for residential compatible uses found in the C3 and C4 districts with the inclusion of medical office uses. The proposed direct control district would serve as a transitional zoning from C4 located west of the property and on Gaetz Avenue to the R2 and R3 zoning located to the east and north of the property. Future development would have an appearance of a neighbourhood C3 zoning with allowable uses such as a restaurant, retail store or salon. These types of uses were supported by those in attendance at the public meeting.

Exceptions to the location of medical offices have been approved outside the downtown to provide neighbourhood convenience. From a planning and land use perspective, planning staff have concluded that the request for a Land Use Bylaw amendment to allow the development of selective and compatible commercial businesses including a medical office on Lots 1 & 2, Block 9, Plan 708MC (4758 32 Street) would be a valuable contribution to the area.

Recommendation

Planning staff recommend that City Council proceeds with first reading of Bylaw Amendment No. 3156/LL-2005.

Sincerely,

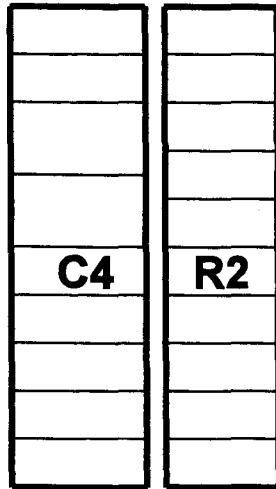


Kristina Mark
Planner
/attch.

The City of Red Deer PROPOSED LAND USE BYLAW AMENDMENT



GAETZ (50) AV



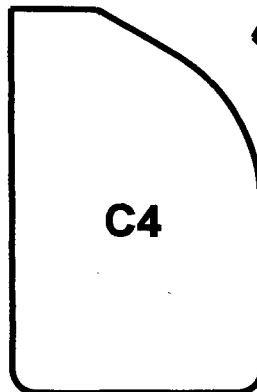
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34 ST

R3

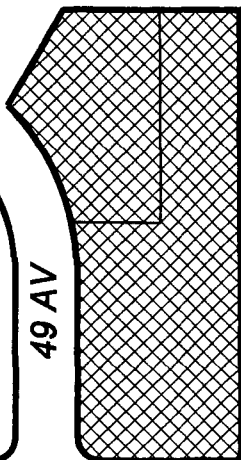
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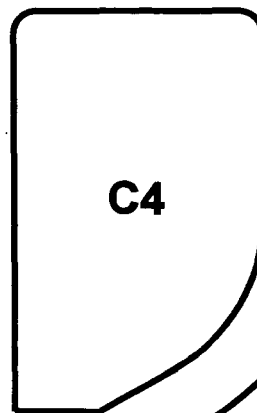
C4

49 AV



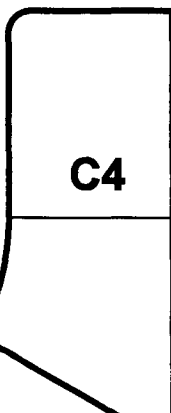
R3

32 ST



C4

49 AV



C4

C3

R2

47 AV

AFFECTED DISTRICTS:

R2 - Residential (Medium Density)

DC(22) - Direct Control District No. 22

Change from:
R2 to DC(22)



MAP No. 34 / 2005
BYLAW No. 3156 / LL - 2005



DEC 20 2005

LEGISLATIVE & ADMINISTRATIVE SERVICES
December 20, 2005

Mr. Ralph Salomons
Ralph Salomons Realty Inc.
D201, 5212 – 48 Street
Red Deer, AB T4N 7C3

Dear Mr. Salomons:


Land Use Bylaw Amendment 3156/LL-2005
Former Red Deer County Building Site
Lots 1 & 2, Block 9, Plan 708 M.C. (4758 – 32 Street)

At the City of Red Deer's Council Meeting held December 19, 2005, a Public Hearing was held with respect to Land Use Bylaw Amendment 3156/LL-2005. Following the Public Hearing, Land Use Bylaw Amendment 3156/LL-2005 was given second and third readings, a copy of which is attached.

Land Use Bylaw Amendment 3156/LL-2005 provides for the rezoning of the former Red Deer County building site located at 4758 – 32 Street from R2 Residential (Medium Density) District to Direct Control District DC (22). The proposed development for the site is to be low density commercial uses in a strip mall with medical offices and a pharmacy serving as an anchor.

Please call me if you have any questions or require additional information.

Sincerely,



Kelly Kloss
Manager

/attach.

c Parkland Community Planning Services

**FORMER RED DEER COUNTY BUILDING
LUB AMENDMENT 3156/LL-2005**

DESCRIPTION: Direct Control District to provide for a Direct Control District DC(22) for low density commercial uses in a strip mall with medical offices and a pharmacy as an anchor.

FIRST READING: November 21, 2005

FIRST PUBLICATION: December 2, 2005

SECOND PUBLICATION: December 9, 2005

PUBLIC HEARING & SECOND READING: December 19, 2005

THIRD READING: Dec. 19, 2005

LETTERS REQUIRED TO PROPERTY OWNERS: YES ☒ NO ☐

DEPOSIT? YES ☒ \$ 400. NO ☐ **BY:** Ralph Salomons Realty Inc.

ACTUAL COST OF ADVERTISING:

\$ 364.48 X 2 **TOTAL:** \$ 728.96

MAP PREPARATION: \$ —

TOTAL COST: \$ 728.96

LESS DEPOSIT RECEIVED: \$ (400.)

AMOUNT OWING/ (REFUND): \$ 728.96

INVOICE NO.: 174830

(Account No. 180.5901)

FORMER RED DEER COUNTY BUILDING SITE
Land Use Bylaw Amendment

Red Deer City Council proposes to pass an amendment to the Land Use Bylaw, which controls the use and development of land and buildings in the city. **Land Use Bylaw Amendment 3156/LL-2005** provides for the rezoning of the former Red Deer County Building at 4758 – 32 Street (Lots 1 & 2, Block 9, Plan 708 M.C.) from R2 Residential (Medium Density) District to Direct Control District DC (22). This will allow for development of low density commercial uses in a strip mall with medical offices and a pharmacy as the anchor tenant. The proposed bylaw may be inspected by the public at Legislative & Administrative Services, 2nd Floor of City Hall during regular office hours or for more details, contact the city planners at Parkland Community Planning Services 343-3394.

“Map”

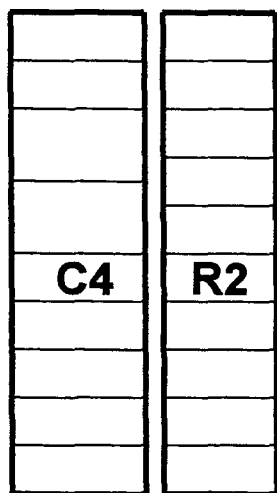
City Council will hear from any person claiming to be affected by the proposed bylaw at a Public Hearing on **Monday, December 19, 2005** at 7:00 p.m. in Council Chambers, 2nd floor of City Hall. If you want your letter or petition included on the Council agenda you must submit it to the Manager, Legislative & Administrative Services by **Tuesday, December 13, 2005**. Otherwise, you may submit your letter or petition at the Council meeting or you can simply tell Council your views at the Public Hearing. Any submission will be public information. If you have any questions regarding the use of this information please contact the Manager, Legislative & Administrative Services at 342-8132.

(Publication Dates: December 2 & 9, 2005)

The City of Red Deer PROPOSED LAND USE BYLAW AMENDMENT

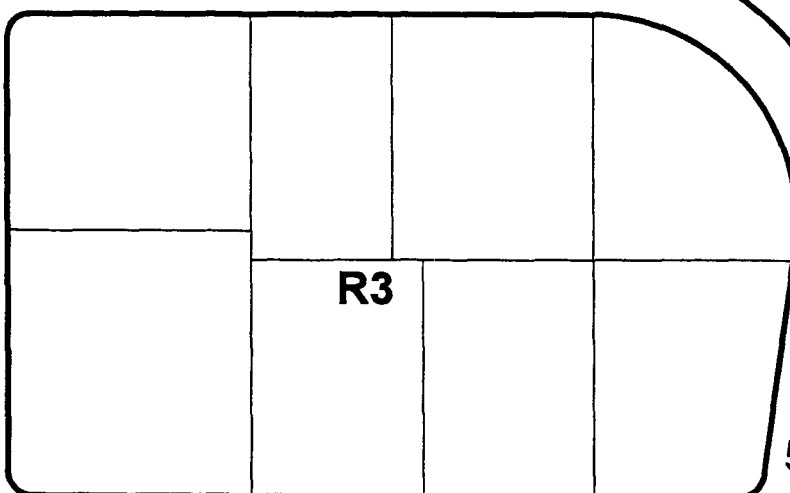


GAETZ (50) AV



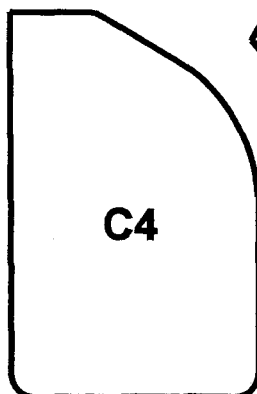
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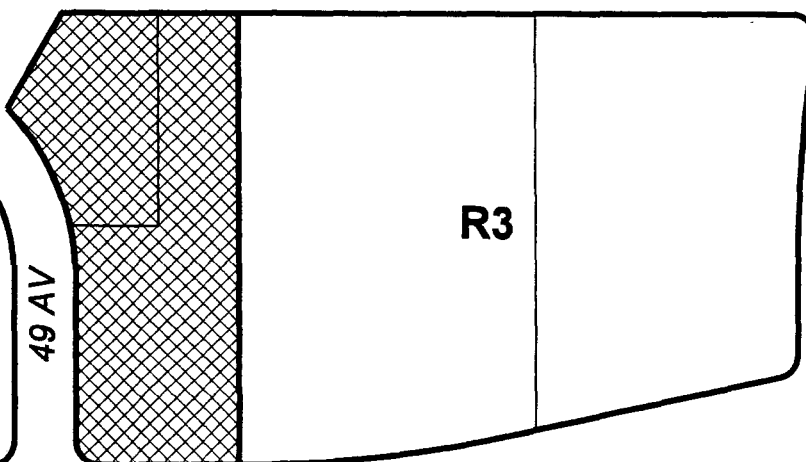
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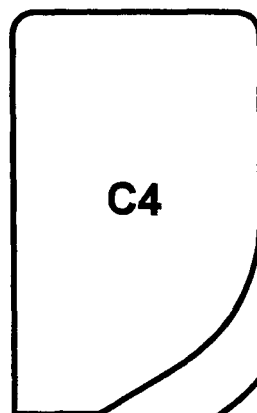
C4

49 AV



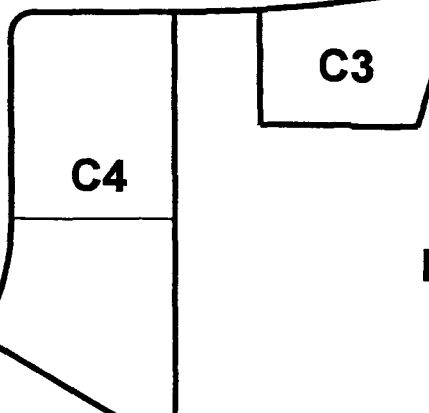
R3

32 ST



C4

49 AV



C3

R2

47 AV

AFFECTED DISTRICTS:

R2 - Residential (Medium Density)

DC(22) - Direct Control District No. 22

Change from:
R2 to DC(22)



MAP No. 34 / 2005
BYLAW No. 3156 / LL - 2005



LEGISLATIVE & ADMINISTRATIVE SERVICES

November 29, 2005

«Prime_Owner_Name»

«Owner_Address_1»

«Owner_Address_2»

«Owner_Address_3»

«Owner_Address_4»

Dear Sir/Madam:

**Re: Rezoning Former Red Deer County Building Site
Land Use Bylaw Amendment 3156/LL-2005**

Council of the City of Red Deer is considering a change to the Land Use Bylaw that controls the use and development of land and buildings in the city. As a property owner in the area, you have an opportunity to ask questions about the intended use and to let Council know your views.

City Council proposes to pass **Land Use Bylaw Amendment 3156/LL-2005**, which provides for the rezoning of the former Red Deer County Building at 4758 – 32 Street (Lots 1 & 2, Block 9, Plan 708 M.C.) from R2 Residential (Medium Density) District to Direct Control District DC (22). This will allow for development of low density commercial uses in a strip mall with medical offices and a pharmacy as anchor tenant. The proposed bylaw may be inspected by the public at Legislative & Administrative Services, 2nd Floor of City Hall during regular office hours, or for more details contact the city planners at Parkland Community Planning Services at 343-3394.

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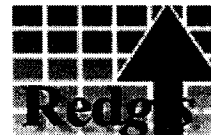
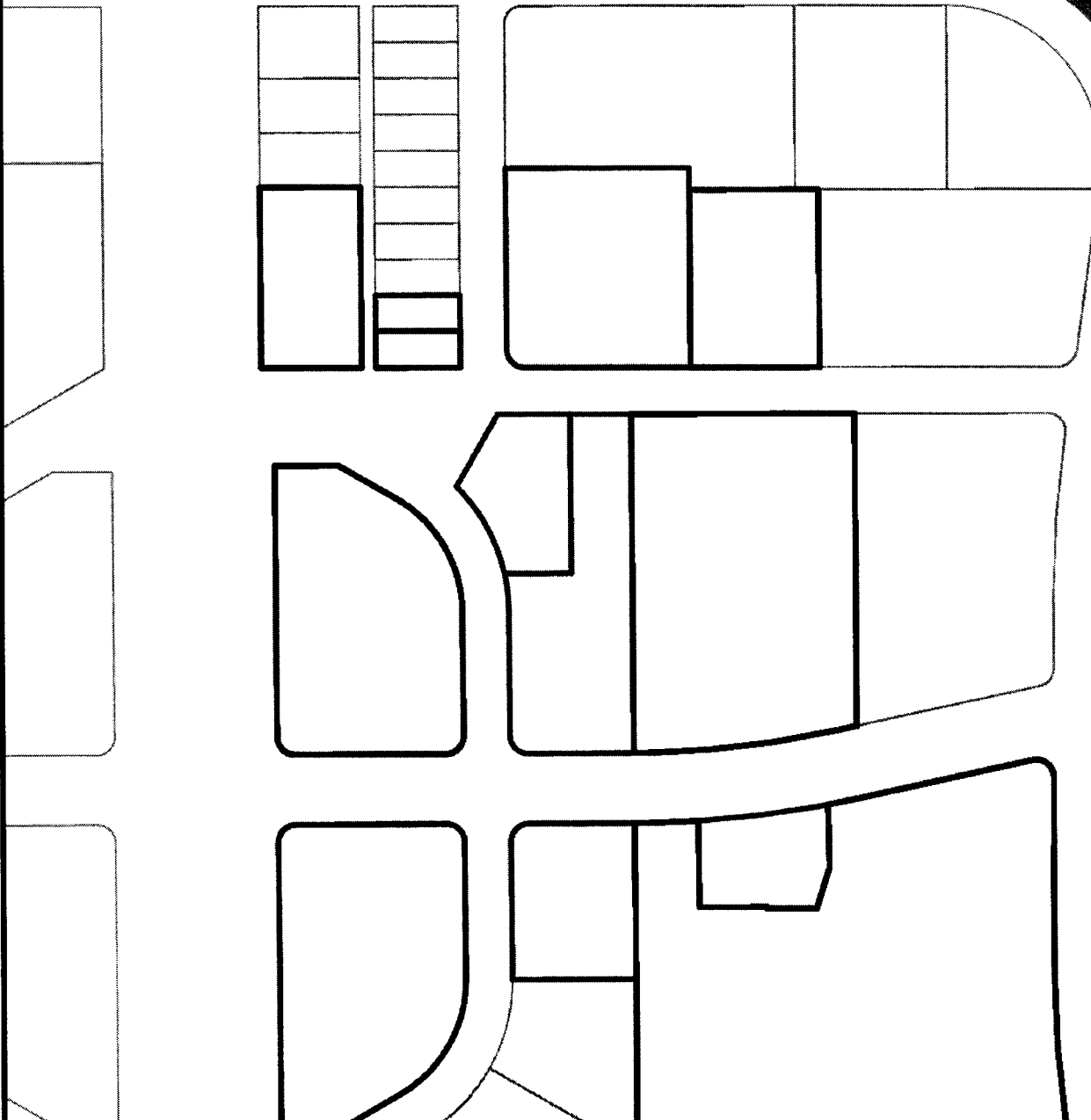
Yours truly,

Kelly Kloss
Manager, Legislative & Administrative Services

/te
encl.



LUB Amendment 3156/LL-2005



2005/11/23
Scale 1 : 2849

The City of Red Deer does not guarantee
the accuracy of the information.
Data to be used as information only.

Copyright © 2005 The City of Red Deer

Prime Owner Name	Owner Address 1	Owner Address 2	Owner Address 3	Owner Address 4
520325 ALBERTA LTD	25 MUNRO CRES	RED DEER, AB T4N 0H8		
793187 ALBERTA LTD	22 38311 RANGE RD 270	RED DEER COUNTY, AB T4E 1B5		
981078 ALBERTA LTD	16 PALLO CL	RED DEER, AB T4J 1P3		
ALBERT SIU-FUNG NG	36 LAWRENCE CRESCENT	RED DEER, AB T4R 2P3		
ALBERTA SOCIAL HOUSING CORP	4809 34 STREET	RED DEER, AB T4N 0P2		
BARRY JAMES & TERESA JOANNE &	57 RAVINE DR	WHITECOURT, AB T7S 1H9		
BASHIR & FARIDA VIRANI	303 4719 33 ST	RED DEER, AB T4N 0N7		
BLAIR HARWOOD & GORDON ING	C/O 4432 34 ST	RED DEER, AB T4N 0N7		
BRETT FORSTER	101 4719 33 ST	RED DEER, AB T4N 0N7		
CAROL ANN BROWN	RR 2	LOUSANA, AB T0M 1K0		
CATHY DELANNA PERRY	902 4719 33 ST	RED DEER, AB T4N 0N7		
CHERYL BRADWELL	503-4719 33 ST	RED DEER, AB T4N 0N7		
DANA IVAN CARLSON	3306 49 AVE	RED DEER, AB T4N 3V9		
DAVID A KRAUSE	301-4719 33 ST	RED DEER, AB T4N 0N7		
DEAN & JULIE VALE	BOX 558	PENHOLD, AB T0M 1R0		
DEBORAH FAY HANSEN	60 CRAWFORD ST	RED DEER, AB T4P 2G5		
DELIA V PANOL	112 COSGROVE CRES	RED DEER, AB T4P 2W5		
DENNY & JEAN CHOW	606 4719 33 ST	RED DEER, AB T4N 0N7		
DON DANDERFER	1 SALISBURY AV	RED DEER, AB T4N 0C1		
EDWARD LEE & DANA LYNN KREIL	RR 1	ECKVILLE, AB T0M 0X0		
EVAN L LUNDALL PROFESSIONAL CC	BOX 160	TROCHU, AB T0M 2C0		
FREDERICK J & SHARON A LANGENE	403-4719 33 ST	RED DEER, AB T4S 2G7		
GARY DANG & LIAN XIE	602 4719 33 ST	RED DEER, AB T4N 0N7		
GAUTAM SINHA	7-33 DONLEVY AVE	RED DEER, AB T4R 3B6		
GLENN & LAURA FAIRLEY	BOX 28	BALDWINTON, SK S0M 0B0		
GRAHAM MOORE & CINDY RISLING	C/O NORTH WEST MOTORS	3115 50 AV RED DEER, AB T4N 3X8		
HONG AI PAN	703 4719 33 ST	RED DEER, AB T4N 0N7		
IRENE MAY GOWSELL	5818 60 ST	RED DEER, AB T4N 2P6		
JAENA MARIE CHAPMAN	201 4719 33 ST	RED DEER, AB T4N 0N7		
JEFFREY DOUGLAS COLE	603 4719 33 ST	RED DEER, AB T4N 0N7		
JUNE K RUDULIER	804-4719 33 ST	RED DEER, AB T4N 0N7		
KATHRYN JANE RIDEOUT	25 MUNRO CR	RED DEER, AB T4N 0H8		
KEITH L & KATHRYN J RIDEOUT	25 MUNRO CRES	RED DEER, AB T4N 0H8		
LORNE JACOB PETER &	DELPHINE JANICE DOERKSEN	BOX 356 STETTTLER, AB T0C 2L0		
LYNDA ANN CUNNINGHAM	1002 4719 33 ST	RED DEER, AB T4N 0N7		
MOORE DEVELOPMENTS LTD	3115 50 AV	RED DEER, AB T4N 3X8		

MURRAY HILL DEVELOPMENTS LTD	9833 110 ST NW
NOOR ALAM	801 4719 33 ST
NORAH & TERESA HAMILTON	356 4 ST WEST
PHUONG MAI VUONG & JIAN YONG M	604-4719 33 ST
PING CHING TSE & HANG CHUI HO	30 LOGAN CLOSE
PING LIT TSE & SIRIKANYA TSE	149 LAMONT CLOSE
PIPER CREEK LODGE FOUNDATION	4901 48 ST SUITE 402
RANDALL JOHN LISHCHYNSKY	53 DOWD CL
RUI FANG CHOY & LI YING DENG	704 4719 33 ST
SAMUEL F J & CRYSTALL LYNCH	203 4719 33 ST
SHEE QUON & BOR YOKE MAH	906 4719 33 ST
SOUTHSIDE VILLAGE INC.	2811A BREMNER AVE
STEVEN & MICHELLE ENGLISH	38-66 ST CLOSE
SUZANNE F HIGGINS	204 4719 33 ST
TAMAS & ERZSEBET RABA	268 LANCASTER DR
TAMMY L PEARSON	402 4719 33 ST
WADE DOERING	412 HAWTHORN DR NW
WEI & SHIRLEY LIANG	4326 37 ST
WEI'S WESTERN WEAR LTD.	5115 50 AVE

EDMONTON, AB	T5K 2P5
RED DEER, AB	T4N 0N7
DRUMHELLER, AB	T0J 0Y0
RED DEER, AB	T4N 0N7
RED DEER, AB	T4R 2N8
RED DEER, AB	T4R 2R6
RED DEER, AB	T4N 6M4
RED DEER, AB	T4R 3A5
RED DEER, AB	T4N 0N7
RED DEER, AB	T4N 0N7
RED DEER, AB	T4N 0N7
RED DEER, AB	T4R 1P7
RED DEER, AB	T4N 6V2
RED DEER, AB	T4N 0N7
RED DEER, AB	T4R 2S6
RED DEER, AB	T4N 0N7
CALGARY, AB	T2K 3M9
RED DEER, AB	T4N 0V1
RED DEER, AB	T4N 4B3



LEGISLATIVE & ADMINISTRATIVE SERVICES

November 22, 2005

Fax: 343-6490

Mr. Ralph Salomons
Ralph Salomons Realty Inc.
D201, 5212 – 48 Street
Red Deer, AB T4N 7C3

Dear Mr. Salomons:

***Land Use Bylaw Amendment 3156/LL-2005
Former Red Deer County Building Site
Lots 1 & 2, Block 9, Plan 708 M.C. (4758 – 32 Street)***

Red Deer City Council gave first reading to *Land Use Bylaw Amendment 3156/LL-2005* at the City of Red Deer's Council meeting held Monday, November 21, 2005. For your information, a copy of the bylaw is attached.

Land Use Bylaw Amendment 3156/LL-2005 provides for the rezoning of the former Red Deer County building site located at 4758 – 32 Street from R2 Residential (Medium Density) District to Direct Control District DC (22). The proposed development for the site is to be low density commercial uses in a strip mall with medical offices and a pharmacy serving as an anchor.

Council must hold a Public Hearing before giving second and third readings to the bylaw. This office will now advertise for a Public Hearing to be held on Monday, December 19, 2005 at 7:00 p.m. in Council Chambers of City Hall during Council's regular meeting.

According to the *Land Use Bylaw*, the City requires a deposit before public advertising. An amount equal to the estimated cost of advertising, which in this instance is \$400, is required by Wednesday, November 30, 2005. You will be invoiced for or refunded the difference once the actual cost of advertising is known.

Please call me if you have any questions or require additional information.

Sincerely,



Kelly Kloss
Manager

/attach.

c Parkland Community Planning Services
C. Adams, Administrative Assistant



Council Decision – November 21, 2005

Legislative & Administrative Services

DATE: November 22, 2005
TO: Kristina Mark, Parkland Community Planning Services
FROM: Kelly Kloss, Legislative & Administrative Services Manager
SUBJECT: Land Use Bylaw Amendment 3156/LL-2005
Former Red Deer County Building Site
Lots 1 & 2, Block 9, Plan 708 M.C. (4758 – 32 Street)

Reference Report:

Parkland Community Planning Services, dated November 9, 2005

Bylaw Readings:

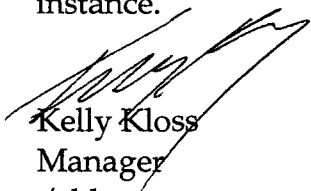
Land Use Bylaw Amendment 3156/LL-2005 was given first reading. A copy of the bylaw is attached.

Report Back to Council: Yes

A Public Hearing will be held on Monday, December 19, 2005 at 7:00 p.m. in Council Chambers, during Council's regular meeting.

Comments/Further Action:

Land Use Bylaw Amendment 3156/LL-2005 provides for the rezoning of the former Red Deer County building site located at 4758 – 32 Street from R2 Residential (Medium Density) District to Direct Control District DC (22). The proposed development for the site is to be low density commercial uses in a strip mall with medical offices and a pharmacy serving as an anchor. This office will now advertise for a Public Hearing. Ralph Salomons Commercial Inc. will be responsible for the advertising costs in this instance.


Kelly Kloss
Manager

/chk

/attach.

c Director of Development Services
Inspections & Licensing Manager
Land & Economic Development Manager
C. Adams, Administrative Assistant
T. Edwards, Clerk Steno

BYLAW No. 3156/LL-2005

Being a Bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of The City of Red Deer as described herein.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

Bylaw No. 3156/96 is hereby amended as follows:

- 1 That "Use District Maps G6 and G7" contained in "Schedule B" of the Land Use Bylaw is amended in accordance with Land Use District Map No. 34/2005 attached hereto and forming part of the bylaw.
- 2 Part Six of the Land Use Bylaw is amended by adding the following new DC Direct Control District:

"DC(22) Direct Control District No. 22 (See Map G6)

151.7 (1) General Purpose

This District is created to permit redevelopment of the former Red Deer County building site Lots 1 & 2, Block 9, Plan 708 M.C. (4758 – 32 Street) with low density commercial uses. Redevelopment of this site would be with compatible commercial uses that provide a transition between the Gaetz Avenue C4 Arterial Commercial District west of the site and, the R2 and R3 residential developments east and north of the site.

(2) Site Development

- (a) In order to ensure that the new development on this site matches the character and scale of the existing surrounding neighbourhood, all uses and development standards prescribed for this district, site plan, site access, pedestrian environment, the provision of landscaped areas, and the parking layout shall be subject to approval by the Municipal Planning Commission.
- (b) The relationship of the use to adjacent residential areas will be a factor in considering the site plan and architectural treatment of the building.

(3) Permitted Uses

- (a)** Commercial recreation facility
- (b)** Commercial service facility.
- (c)** Restaurant.
- (d)** Merchandise Sales and/or rental, excluding
 - all uses where the primary focus is adult oriented merchandise and/or entertainment
 - liquor
 - motor vehicles
 - machinery and
 - fuel.
- (e)** Health and Medical Services.
- (f)** Signs:
 - (i)** awning, canopy sign,
 - (ii)** under canopy sign,
 - (iii)** fascia sign,
 - (iv)** free standing sign,
 - (v)** painted wall sign,
 - (vi)** projecting sign.

(4) Discretionary Uses

- (a)** Accessory building or use.
- (b)** Service and repair of goods traded in this district.
- (c)** Dangerous goods occupancy, where required, in association with a dry cleaning business.

(5) Regulations

(a)	Floor Area:	maximum	one third of site area
(b)	Building Height:	maximum	two storeys
(c)	Front Yard:	minimum	9.0 m
(d)	Side Yard:	minimum	3.0 m, unless the side yard abuts a residential parcel, in which case it shall be 7.0 m
(e)	Rear Yard:	minimum	9.0 m
(f)	Landscape Area:	minimum	15% of site area to include retention of existing vegetation on the South portion of site.
(g)	Parking:		subject to section 48
(h)	Loading Space:	minimum	one opposite each loading door with a minimum of one, which may be used as a parking space
(i)	Site Area:	minimum	0.5 ha
(j)	Frontage:	minimum	40.0 m. "

READ A FIRST TIME IN OPEN COUNCIL this 21st day of November 2005.

READ A SECOND TIME IN OPEN COUNCIL this day of 2005.

READ A THIRD TIME IN OPEN COUNCIL this day of 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this day of 2005.

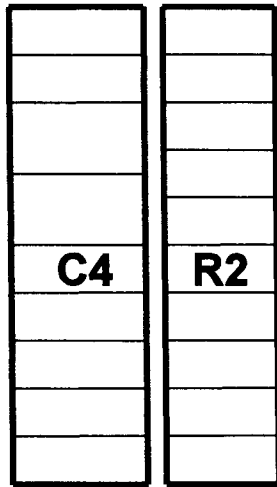
MAYOR

CITY CLERK

The City of Red Deer *PROPOSED LAND USE BYLAW AMENDMENT*

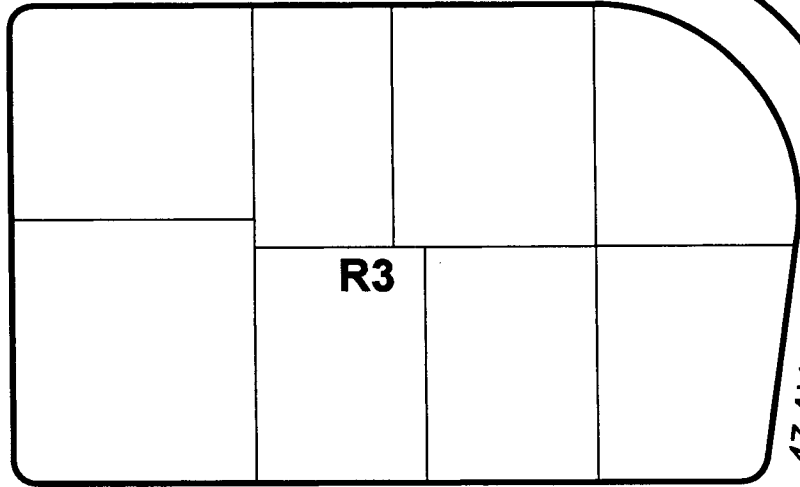


GAETZ (50) AV



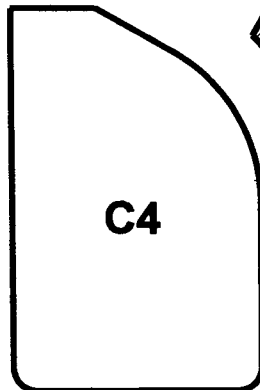
49 AV

34 ST

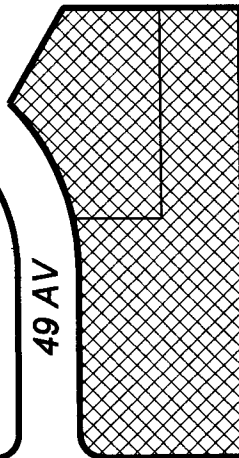


47 AV

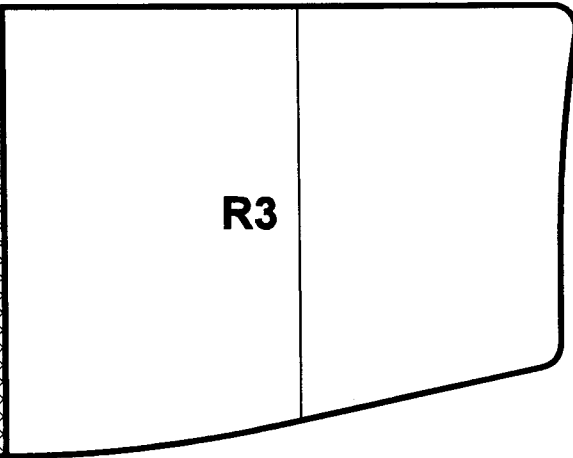
33 ST



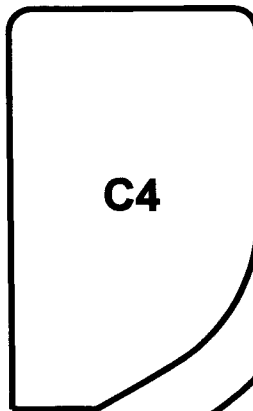
49 AV



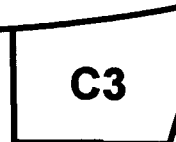
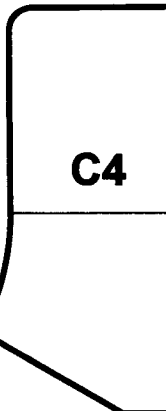
R3



32 ST



49 AV



C3

R2

47 AV

AFFECTED DISTRICTS:
R2 - Residential (Medium Density)
DC(22) - Direct Control District No. 22

Change from:
R2 to DC(22)



MAP No. 34 / 2005
BYLAW No. 3156 / LL - 2005

Legislative & Administrative Services

DATE: December 20, 2005

TO: Kristina Mark, Parkland Community Planning Services

FROM: Kelly Kloss, Legislative & Administrative Services Manager

SUBJECT: Land Use Bylaw Amendment 3156/LL-2005
Former Red Deer County Building Site
Lots 1 & 2, Block 9, Plan 708 M.C. (4758 – 32 Street)

Reference Report:


Parkland Community Planning Services, dated November 9, 2005

Bylaw Readings:

Land Use Bylaw Amendment 3156/LL-2005 was given second and third readings. A copy of the bylaw is attached.

Report Back to Council: No*Comments/Further Action:*

Land Use Bylaw Amendment 3156/LL-2005 provides for the rezoning of the former Red Deer County building site located at 4758 – 32 Street from R2 Residential (Medium Density) District to Direct Control District DC (22). The proposed development for the site is to be low density commercial uses in a strip mall with medical offices and a pharmacy serving as an anchor. This office will amend the Land Use Bylaw and distribute copies in due course.



Kelly Kloss
Manager
/chk
attchs.

- c Director of Development Services
 Land & Economic Development Manager
 Inspections & Licensing Manager
 City Assessor
 S. Marks, Graphics Designer
 E. Damberger, Parkland Community Planning Services
 T. Edwards, Clerk Steno

BYLAW No. 3156/LL-2005

Being a Bylaw to amend Bylaw No. 3156/96, the Land Use Bylaw of The City of Red Deer as described herein.

COUNCIL OF THE CITY OF RED DEER, ALBERTA, ENACTS AS FOLLOWS:

Bylaw No. 3156/96 is hereby amended as follows:

- 1 That "Use District Maps G6 and G7" contained in "Schedule B" of the Land Use Bylaw is amended in accordance with Land Use District Map No. 34/2005 attached hereto and forming part of the bylaw.
- 2 Part Six of the Land Use Bylaw is amended by adding the following new DC Direct Control District:

"DC(22) Direct Control District No. 22 (See Map G6)

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- (a) In order to ensure that the new development on this site matches the character and scale of the existing surrounding neighbourhood, all uses and development standards prescribed for this district, site plan, site access, pedestrian environment, the provision of landscaped areas, and the parking layout shall be subject to approval by the Municipal Planning Commission.
- (b) The relationship of the use to adjacent residential areas will be a factor in considering the site plan and architectural treatment of the building.

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- (a) Commercial recreation facility
- (b) Commercial service facility.
- (c) Restaurant.
- (d) Merchandise Sales and/or rental, excluding
 - all uses where the primary focus is adult oriented merchandise and/or entertainment
 - liquor
 - motor vehicles
 - machinery and
 - fuel.
- (e) Health and Medical Services.
- (f) Signs:
 - (i) awning, canopy sign,
 - (ii) under canopy sign,
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(c)	Front Yard:	minimum	9.0 m
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(e)	Rear Yard:	minimum	9.0 m
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(g)	Parking:		subject to section 48
(h)	Loading Space:	minimum	one opposite each loading door with a minimum of one, which may be used as a parking space
(i)	Site Area:	minimum	0.5 ha
(j)	Frontage:	minimum	40.0 m. "

READ A FIRST TIME IN OPEN COUNCIL this 21st day of November 2005.

READ A SECOND TIME IN OPEN COUNCIL this 19th day of December 2005.

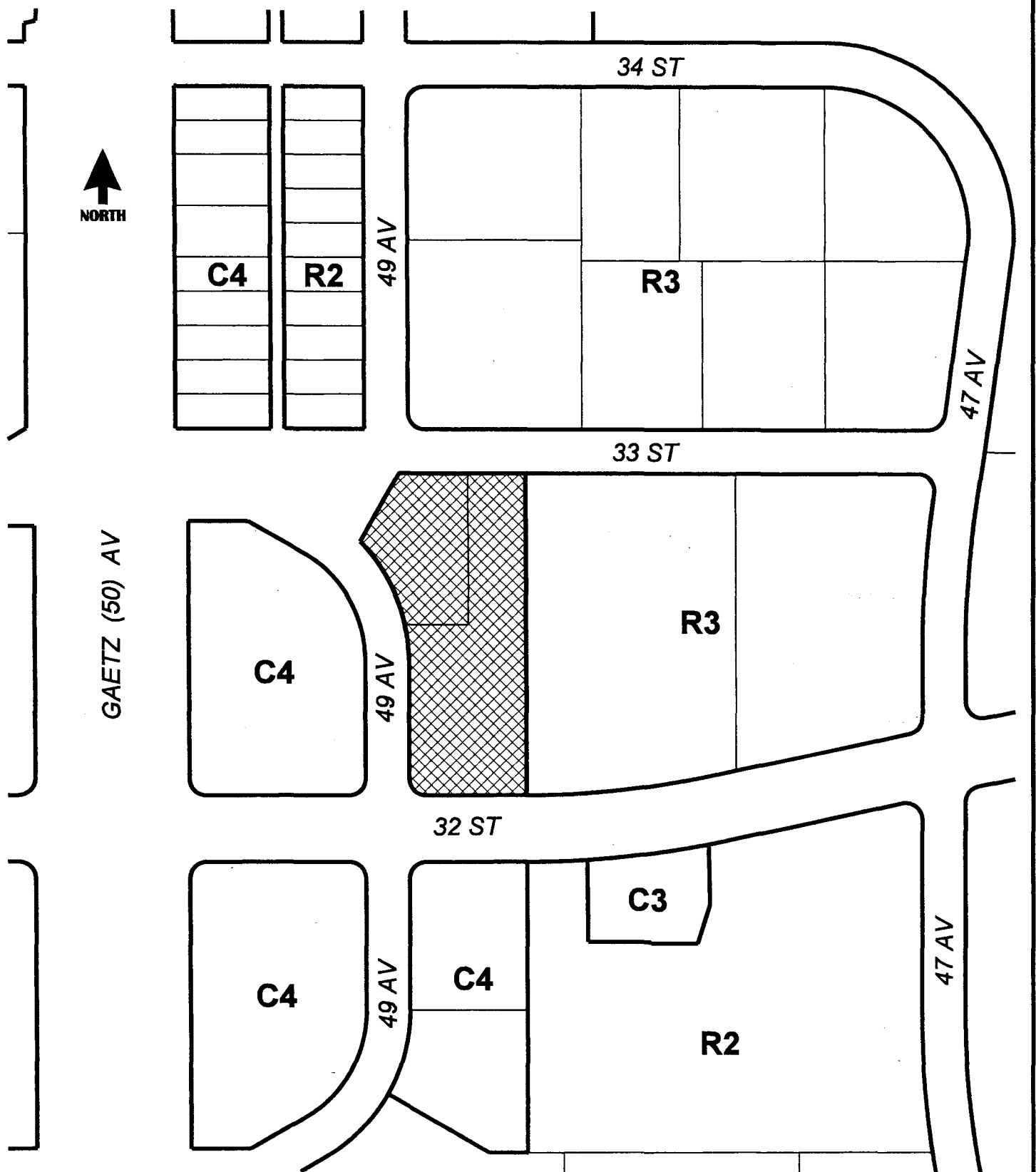
READ A THIRD TIME IN OPEN COUNCIL this 19th day of December 2005.

AND SIGNED BY THE MAYOR AND CITY CLERK this 19th day of December 2005.


MAYOR


CITY CLERK

The City of Red Deer *PROPOSED LAND USE BYLAW AMENDMENT*



AFFECTED DISTRICTS:

R2 - Residential (Medium Density)

DC(22) - Direct Control District No. 22

Change from:
R2 to DC(22)



MAP No. 34 / 2005
BYLAW No. 3156 / LL - 2005



RECREATION, PARKS & CULTURE

Date: December 14, 2005

To: Kelly Kloss
Manager, Legislative and Administrative Services

From: Barbara Hill, Senior Project Consultant
Dave Matthews, Community Development and Planning Coordinator

Subject: Waskasoo Park Special Gathering Places

Background

In late 2004, the Recreation, Parks & Culture Department engaged the ISL GROUP to develop a plan for four of the Special Gathering Places in Waskasoo Park – Heritage Ranch, Bower Ponds, Three Mile Bend and River Bend. This project was completed under the guidance of a Steering Committee comprised of City Staff, Stakeholders, Community Representatives, and a Recreation & Parks Board member. The main purposes of the Study, as outlined in the Terms of Reference, were three-fold:

1. To review and evaluate how the Special Gathering Places are currently used by the community in order to determine whether or not they are meeting the needs of park users,
2. To investigate potential alternative/enhanced use of each of the targeted gathering places to better reflect community need, demographics, and leisure service trends and
3. To assess the environmental impact of future plans for park use. Ensure recommendations are attractive for all ages and that they balance the environmental stewardship aspect of the park with users desires for development.

Through the process of evaluating and making recommendations for the future of the Special Gathering Places, a number of areas were considered. These included environmental impact, business case and public access.

Discussion

The Waskasoo Park Special Gathering Places plan is developed on three themes:

1. To improve interpretation, understanding and enjoyment of the Waskasoo Park System;
2. To advance efforts to preserve environmentally sensitive areas within the park system and,
3. To enhance the public's experience while in the parks.

The Plan identifies significant reclamation and future interpretation in the Heritage Ranch node as well as the need to continue to protect the escarpment at the River Bend node. It is anticipated that any of the recommendations implemented at Bower Ponds and Three Mile Bend would have limited impact on the environmental footprint of the park.

The proposed focus for Bower Ponds is to provide more opportunities for community and cultural activities and services within the park in an effort to encourage increased public attendance and enjoyment. The concepts are outlined on Page 16 of the attachment and include: a Promenade at Riverlands, a pedestrian bridge from Riverlands, Art in the Park, stage enhancements, family use features, and an expanded pavilion.



RECREATION, PARKS & CULTURE

This plan recommends little change at Three Mile Bend. Future initiatives would be focused on improving the aesthetics of the Ski Jump and the Remote Control Car area, improving water quality, and the eventual creation of a Canoe Kayak circuit through the ponds and along the river.

At the River Bend Golf and Recreation Area, key recommendations in the consultant's plan are to continue to protect the escarpment from any type of development and to enhance the non-golf amenities including: Expansion at Discovery Canyon, trail enhancements, night skiing, additional parking, and eventual transit access to River Bend. Understandably, The Board of the River Bend Society has expressed its disagreement with the recommendation not to expand the golf course at this time.

Environmental awareness will be a theme that carries The Special Gathering Places into the future. Programming and education that contributes to environmental and ecological understanding and awareness will be strengthened to accommodate growing public demand for these services.

In summary, should this plan be adopted as a planning framework, Heritage Ranch will see a shift from an Equestrian/Western Theme to an Ecological Interpretation Theme. At Bower Ponds the existing areas would be enhanced to improve the public's experience, with a focus on arts and culture. The changes at Three Mile Bend would be minimal and are primarily geared towards enhancing visual aesthetics and reducing the potential for user conflicts. At River Bend the recommended improvements would be primarily for the public's use and enjoyment of the node's non-golf amenities, with no expansion to the golf amenity at this time.

Financial Implications

ISL has identified order of magnitude budget implications that could be anticipated should all the recommendations of the plan be undertaken over the 20-year time horizon covered by the plan. Approving this document as a planning tool provides the Recreation, Parks and Culture Department with a framework for submitting capital projects for the Special Gathering Places in The City's annual capital budget process.

Consultation

A major component in the study was public engagement, which included stakeholder interviews, two Co-Design workshops, a Discovery Tour, and a Public Open House. The input and feedback from these sessions was incorporated into the report recommendations.

Since the Plan has been in the public domain, issues have been raised. Administration and members of Council have received many comments regarding the proposed transition from a western theme to an ecological and interpretation theme at Heritage Ranch. Should Council approve the use of the Waskasoo Park Plan as a planning tool, Administration would implement limited change to the status quo at Heritage Ranch until more detailed plans are developed.

In order to allow sufficient time for further public comment, Administration is recommending that Council receive this report for information and table it until its January 30, 2006 meeting. The Special Gathering Places Steering Committee recommends that the consultant's report be presented to City Council for information. Administration further recommends that the consultant's report be approved as a planning



RECREATION, PARKS & CULTURE

tool for the purpose of guiding future development within Heritage Ranch, Bower Ponds, Three Mile Bend, and the River Bend Golf & Recreation Area.

Attached for your review is the Executive Summary Report of the Waskasoo Park Special Gathering Places Plan. If you would like to view a copy of the complete Plan, please contact the Recreation, Parks & Culture Department at 342-8159.

Recommendation:

Administration recommends the following resolutions for consideration by Council:

At its meeting of December 19, 2005:

Resolved that the Waskasoo Park Special Gathering Places Plan be received for information and tabled to the January 30th meeting of Council for consideration.

At its meeting of January 30, 2006:

Resolved that the 2005 Waskasoo Park Special Gathering Places Plan be approved as a planning tool for the purpose of guiding future development within Heritage Ranch, Bower Ponds, Three Mile Bend and the River Bend Gold & Recreation Area.

Barbara Hill
Senior Project Consultant

Dave Matthews
Community Development and Planning Coordinator

BH

c. Colleen Jensen, Community Services Director
Greg Scott, Recreation, Parks and Culture Manager
Special Gathering Places Steering Committee




Date: November 30, 2005
To: Legislative & Administrative Services Manager
From: Environmental Advisory Board
Re: Waskasoo Park Special Gathering Places

At the November 29, 2005 Environmental Advisory Board (EAB) meeting members reviewed the Waskasoo Park Special Gathering Places Master Plan Report which evaluates the current use of Heritage Ranch, Bower Ponds, Three Mile Bend and River Bend, as well as identifying alternative uses for these locations. The following motion was passed.

"Resolved that the Environmental Advisory Board recommend that Council of the City of Red Deer adopt the 2005 Waskasoo Park Special Gathering Places Master Plan Report as a planning tool for the purpose of guiding future development within Heritage Ranch, Bower Ponds, Three Mile Bend and the River Bend Golf & Recreation Area."

The above is submitted for Council's consideration.

for  Carol Craig, Chairperson
 Environmental Advisory Board

/lk

c Public Works Manager
 Senior Projects Consultant
 Community Development & Planning Coordinator




Date: December 9, 2005
To: Legislative & Administrative Services Manager
From: Culture Board
Re: Waskasoo Park Special Gathering Places

At the December 7, 2005 Culture Board meeting members reviewed the Waskasoo Park Special Gathering Places Master Plan Report which evaluates the current use of Heritage Ranch, Bower Ponds, Three Mile Bend and River Bend, as well as identifying alternative uses for these locations. The following motion was passed.

“Resolved that the Culture Board recommend that Council of the City of Red Deer adopt the 2005 Waskasoo Park Special Gathering Places Master Plan Report as a planning tool for the purpose of guiding future development within Heritage Ranch, Bower Ponds, Three Mile Bend and the River Bend Golf & Recreation Area.”

The above is submitted for Council’s consideration.

for  Derryn Yeomans, Chairperson
 Culture Board

/lk

c Recreation, Parks & Culture Manager
 Senior Projects Consultant
 Community Development & Planning Coordinator

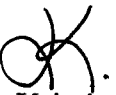


Date: December 14, 2005
To: Legislative & Administrative Services Manager
From: Recreation & Parks Board
Re: Waskasoo Park Special Gathering Places

At the December 13, 2005 Recreation & Parks Board meeting members reviewed the Waskasoo Park Special Gathering Places Master Plan Report which evaluates the current use of Heritage Ranch, Bower Ponds, Three Mile Bend and River Bend, as well as identifying alternative uses for these locations. The following motion was passed.

“Resolved that the Recreation & Parks Board recommend that Council of the City of Red Deer adopt the 2005 Waskasoo Park Special Gathering Places Master Plan Report as a planning tool for the purpose of guiding future development within Heritage Ranch, Bower Ponds, Three Mile Bend and the River Bend Golf & Recreation Area.”

The above is submitted for Council’s consideration.

for  Kristine Dugas, Chairperson
 Recreation & Parks Board

/lk

c Recreation, Parks & Culture Manager
 Senior Projects Consultant
 Community Development & Planning Coordinator

Comments:

We concur with the recommendations of Administration that the Waskasoo Park Special Gathering Places Plan be received for information and tabled to the January 30, 2006 Council Meeting to allow time for Council's review.

A copy of the Waskasoo Park Special Gathering Places Master Plan Report – Executive Summary is attached to this agenda. A copy of the complete report is available at Legislative & Administrative Services office.

“Morris Flewwelling”
Mayor

“Norbert Van Wyk”
City Manager

Backup



FILE

LEGISLATIVE & ADMINISTRATIVE SERVICES

September 22, 2005

Laura Turner
Executive Director
Tourism Red Deer
30A Riverview Park
Red Deer, AB T4N 1E3

Thank you for your letter of September 19, 2005 concerning the Waskasoo Park Special Gathering Places Study.

In addition to providing the Mayor and Councillors with a copy of your letter, I have also forwarded it to the City's Recreation, Parks and Culture Manager to include as part of the study. It is anticipated that the final report will be coming to a Council meeting later this year.

Please call if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kelly Kloss', written over the printed name and title.

Kelly Kloss
Manager

KK/chk

c Mayor
Councillors
Director of Community Services
Recreation, Parks & Culture Manager

September 19, 2005

His Worship Mayor Morris Flewwelling
& Members of Red Deer City Council
City of Red Deer
Box 5008
Red Deer, AB T4N 3T4

Dear Mayor Flewwelling:

Waskasoo Park Special Gathering Places Study

I write on behalf of the Board of Directors of Tourism Red Deer to provide comment on the results of the Discovery Tours as they relate to Heritage Ranch.

Through an extensive consultation process, the public voiced strong support for improving access and awareness of Heritage Ranch; as well they supported enhanced facilities and the introduction of programming. The proposed development concept, resulting from the Discovery Tour, provides for two-way vehicular access via the Heritage Gateway and the support of highway use. We strongly endorse this initiative that will improve access from the Visitor Centre to Red Deer.

The number of visitors to the Visitor Information Centre is more than 50,000 annually with a 35 percent increase in the number of visitors in the first eight months of 2005 as compared with the same period in 2004. Many of these visitors are traveling in motorhomes or towing trailers and cannot navigate the existing access through Heritage Ranch and/or find the directions too complex. Many are very vocal in their disappointment that they cannot easily access downtown or the south of the city from the Visitor Centre.

As The City of Red Deer is strategically committed to supporting the development of Red Deer as a tourist destination and Tourism Red Deer's mandate is to encourage visitation, we strongly support the proposed development concept, in particular, the two-way vehicular access through the Heritage Gateway to our city.

Sincerely,



Laura Turner
Executive Director

December 19, 2005

Waskasoo Park Special Gathering Places – Heritage Ranch

1. What is the Waskasoo Park Special Gathering Places Plan?

This plan is intended to provide a framework that will reenergize the Special Gathering Places with innovative and sustainable programs and services.

2. What was the public engagement strategy for this plan?

Opportunities for public engagement were provided throughout the study and played an important role in determining the final recommendations. Of note, activities like the Discovery Tour drew significant numbers of people – more than typically attend public events. Overall, feedback from the public has been very positive.

Specific examples of public input opportunities include:

Stakeholder interviews – Key stakeholders were interviewed so that the consultants could gain insight into what was happening in the park now as well as what visions the stakeholders might have for the future of the Special Gathering Places.

Co-Design Workshops – Stakeholders were invited to attend one of two workshops with professional artists to generate and illustrate future possibilities for the special gathering places. This allowed participants to both see and experience their input graphically. All participants then had the opportunity to evaluate each of the concepts.

Discovery Tour – Ideas and concepts were transferred into a multi-media presentation, which was advertised through local media and presented at a local cinema for the public to view. Following the 30-minute DVD presentation, attendees from the general public were given a “passport” allowing them to indicate their opinions regarding the ideas for the special gathering places.

Open House – Concepts that received favorable feedback through the Co-Design Workshop and the Discovery Tour were incorporated into site plans for each Special Gathering Place and presented at a Public Open House. The ideas were tested again with the public. Those who attended were asked to provide their opinion on the proposals for each node.

Both the Discovery Tour and Public Open House were advertised through the media with ads and news stories. The public also had the opportunity to provide feedback through The City’s Web site and through Steering Committee members.

3. What does the Plan recommend?

The Plan is developed on three overall themes:

1. To improve interpretation, understanding and enjoyment of the Waskasoo Park System;
2. To advance efforts to preserve environmentally sensitive areas within the park system; and
3. To enhance the public’s experience while in the parks.

It is recommended that Heritage Ranch shift from an Equestrian/Western Theme to an Ecological Interpretation Theme in order to align with trends towards better protecting and understanding our environment. At Bower Ponds the existing areas would be enhanced to improve the public’s experience with a focus on arts and culture. The changes at Three Mile Bend will be minimal and

are primarily geared towards aesthetic enhancement and reducing the potential user conflicts. The recommended improvements at River Bend are primarily for the public's use and enjoyment of the node's non-golf amenities with no expansion to the golf amenity at this time.

4. How are the services at Heritage Ranch currently provided?

The Recreation, Parks and Culture Department contracts the provision of equestrian services at Heritage Ranch with Cal and Pat Fox. The contractor provides food, on site catering and equestrian services including management and operation of the corrals, pasture areas, stable and equestrian program centre. The contractor has exclusive use of certain spaces, which are required to offer the equestrian services. The City provides the facilities and furnishings for the equestrian program centre, a stable area and pasture areas on the upper and lower aspects of Heritage Ranch and through the contract defines public access to the facility.

The current contractor has been in place for 10 years.

5. How were the recommendations developed and chosen?

The recommendations were synthesized through input from the public, stakeholders, steering committee, and City staff, combined with the consultant's review, evaluation and technical expertise. The recommendations presented were also evaluated through a business case scenario analysis.

The Steering Committee grappled with this node extensively. On the surface, public input received did favour retention of the western/equestrian theme. After much analysis and discussion the committee made a judgement to recommend a transition from an equestrian based theme to an ecological based theme based on trends in park usage, longer term sustainability of an equestrian operation at Heritage Ranch and pressure on the site to accommodate the number of horses required to have the operation remain viable.

There may be an opportunity to reduce the level of equestrian use of the site and still accommodate a move towards the ecological interpretive theme.



COUNCIL MEETING OF DECEMBER 19TH, 2005

ATTACHMENT

DOCUMENT STATUS: PUBLIC

**REFERS TO: WASKASOO PARK
SPECIAL GATHERING PLACES
MASTER PLAN REPORT -
EXECUTIVE SUMMARY
NOVEMBER, 2005**



WASKASOO PARK

SPECIAL GATHERING PLACES

Master Plan Report

Executive Summary

November, 2005

Introduction

Special Gathering Places

Now in its third decade of use, Waskasoo Park has become one of the key tourism attractions for Red Deer, balancing between providing outdoor recreation, historical interpretation, trails, and environmental appreciation.

Some of the largest and most well used locations within Waskasoo Park are the four Special Gathering Places: **Heritage Ranch, Bower Ponds, Three Mile Bend and River Bend.**

Each of these locations provides different natural and recreational opportunities for residents and visitors. With aging facilities and changing community needs, there are opportunities to expand and update the features and programs of these sites to meet community needs now and in the future.

The results of this study provide the roadmap for developing those opportunities.

Study Goal

The City's overall goal for this study is to **reenergize the Special Gathering Places with innovative and sustainable programs and services**, identifying and addressing conflicting uses, and achieving synergy with current planning directions.

When implemented, the plans and recommendations defined in this report will assist the City in enhancing the four Special Gathering Places so that they are sustainable, innovative and reflective of community needs and desires.

The ideas outlined in this report allow for the long term success of these parks as users needs have altered since their first development twenty years ago.

Study Objectives

The Special Gathering Places study was guided by three major objectives:

- ❖ Review and evaluation of how the Special Gathering Places are currently used by the community in order to determine whether or not they are meeting the needs of park users.
- ❖ Investigation of potential alternative or enhanced uses for each location to better reflect community need, demographics, and leisure service trends.
- ❖ Assessment of the environmental impact of future plans for park use, ensuring that recommendations are attractive for all ages and that they balance the environmental stewardship aspect of the park with users desires for development.

Study Process

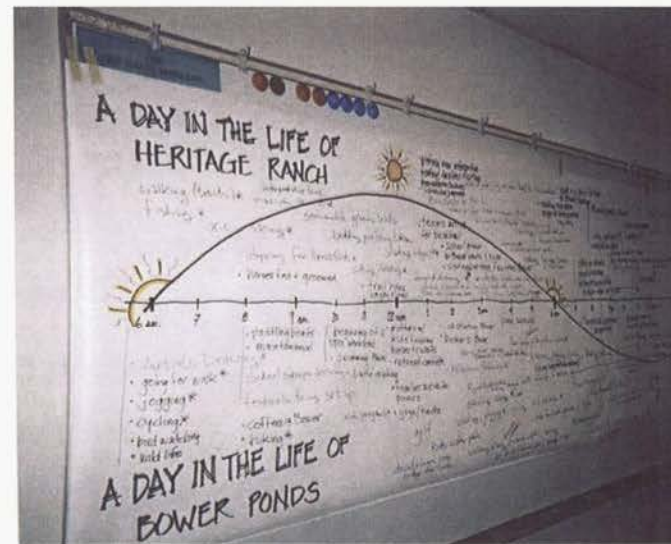
The study process included four major phases of work:

- ❖ **Evaluation:** background research, trends & best practices, site evaluation, environmental review
- ❖ **Vision & Alternative Concepts:** Co-Design Workshop, Discovery tour, Concept plan preparation & assessment, public open house
- ❖ **Business Case:** evaluation of business case scenarios and selection of preferred business case.
- ❖ **Master Plan Report:** report preparation, draft review and revision, presentation to boards and council, Final Report.

Community Consultation

What's Your Vision? – Community Workshops:

The workshop took place on March 5th & 19th, 2005. It involved invited members of the Red Deer community along with artists from Co-Design. This workshop enabled stakeholders to envision a wide variety of programmatic opportunities and park features for now and in the future. The workshop formed the initial thinking about various improvements to the four Special Gathering Places.



Community Consultation

Waskasoo Park Discovery Tour:

The Waskasoo Park Discovery Tour was held on May 5, 2005 at the Carnival Cinemas. The Discovery Tour involved the viewing of a multimedia presentation of the alternative concept plans for the four Special Gathering Places. The public was invited to come out, eat some popcorn, and enjoy the show. They were then asked to fill out 'passports' which documented their innovative and fresh ideas and to indicate their preferences on ideas generated to date.

WASKASOO PARK
DISCOVERY TOUR
...imagine the possibilities



WASKASOO PARK
DISCOVERY TOUR





PASSPORT



★★★★★ **WILDLY INVENTIVE!**
EXCLUSIVE ENGAGEMENT MAY 5, 2005 ONLY!!!

WASKASOO PARK
DISCOVERY TOUR
IMAGINE THE POSSIBILITIES

Join the **DISCOVERY TOUR**,
an inspiring multimedia experience of
Waskasoo Park's Special Gathering Places
Starring Local Attractions

Heritage Ranch Bower Ponds Three Mile Bend River Bend

"THE FEEL GOOD HIT OF THE SUMMER!"
★★★★★

... Bring your ideas and be part of the creative experience!

All tour participants will receive a voucher for a free
popcorn and pop.

Families welcome!

CARNIVAL CINEMAS
5402-47 Street, Red Deer

Doors Open 6:30pm
Show 7:00-7:45pm
Displays 7:45-8:30pm

SEATING FOR 200 AVAILABLE!

Development Concepts

Development Concept Preparation:

The preparation of the development concepts for each of the Special Gathering Places was a multi-step process which allowed ideas to be generated, evaluated, refined and then selected. Throughout the process the committee, the stakeholders and the general public have been extensively involved in evolving, developing, and refining the ideas.

Within the Master Plan Report the development concepts for each of the Special Gathering Places outlines the considerations that were used to generate and evaluate the ideas. It also defines some of the development ideas which were identified during the study but not selected to be part of the recommended development concept.

The reader should refer to the Master Plan report for details regarding the following:

- ❖ **Context** – history, existing programs and uses, current agreements and operations
- ❖ **Biophysical Overview** – biophysical characteristics including vegetation, wildlife and sensitivities.
- ❖ **Opportunities & Constraints** – development and program ideas identified through interviews and review of previous plans.
- ❖ **Preliminary Development Ideas** – those ideas not selected for the development concept.

The following sections provide an overview of the development concepts, capital costs, business case and development summary for each of the Special Gathering Places. The final section provides an overview of the Master Plan Implementation strategy.

WASKASOO PARK

SPECIAL GATHERING PLACES

Heritage Ranch

Heritage Ranch

The proposed development concept calls for the phasing out of all equestrian programs and the transformation of Heritage Ranch to the new **Waskasoo Discovery Centre**.

Development Concepts

Access & Awareness: marketing and signage, access between the City and highway to be maintained, Transit service will be provided.

Waskasoo Discovery Centre: A new building with direct highway frontage, 'gateway' to the Waskasoo Park system, interpretive gallery and an outdoor ecological interpretive park, cross programming with Kerry Wood, information and rental desk

Ecological Services Facilities: Offices, meeting room, lab, laundry room, storage and programming space. Other on site facilities could include an operations yard, equipment storage, native plant nursery and greenhouses.



Heritage Ranch Building and Programs: The existing Heritage Ranch Building will be maintained and utilized as a group rental and program support facility; equestrian programs will be phased out; A group camping area c/w washroom/shower building; cross country skiing support.

Day Use Area: The existing day use area retained and enhanced; a potential development site for the Retreat Centre or an alternative City facility in the future.

Heritage Ranch



Heritage Ranch

Lower Lands:

pasture lands reclaimed; interpretive/training programs; equestrian trails should be converted to nature interpretive trails; extensive cross country ski trails; paved trails; future connection to Fort Normandeau and Maskepetoon; 'walk-in' group camp site.



Heritage Ranch 'Lower Lands'

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Capital Costs:

The estimated capital costs for the proposed development concepts for Heritage Ranch total \$6,860,000.

Item	Description	Notes	Total
1.0	Directional/Information Signage	New Signage on highway and within site (\$20,000).	\$ 20,000.00
2.0	Heritage Ranch Building	Undefined upgrades/maintenance/repairs of ex. building (Allowance \$75,000) Utility Servicing connection to via new Discovery Centre Servicing (\$75,000).	\$ 150,000.00
3.0	Waskasoo Discovery Centre	New Building of 6000 sq. ft. at \$250/sq.ft. Includes ecological Services Department offices, lab, storage etc (4000 sq. ft) Utility Servicing for building (\$400,000)	\$ 1,900,000.00
4.0	Waskasoo Discovery Centre Eco-Garden	Outdoor Ecological Interpretive Garden includes native plantings, displays, interpretive signage, water feature, landscaping, paths, furnishings, outdoor classroom.	\$ 230,000.00
5.0	Roads & Parking	Widen access roads within park, additional parking for Discovery Centre & Staff, Bus stop - includes clearing, grading, paving, signage	\$ 125,000.00
6.0	General Landscape/Site Improvements	Additional tree planting, amenities, repairs - allowance	\$ 50,000.00
7.0	Group Camp Site - Upper	Includes 10 tents on concrete pads (\$2100 ea), fire pit with benches (\$4000), Cook house/shelter (\$25000) vault toilet (\$15,000), power & light (\$8000)	\$ 73,000.00
8.0	Reclamation of Pasture - Lower Lands	Removal of fences, design & planting of reclamation forest (5000 sq.m) and meadow species (15000 sq.m), interpretive paths and signage	\$ 65,000.00
9.0	Asphalt Trails	Conversion of horse trails to 3.0 m wide asphalt trails - Includes subgrade prep, gravel base & asphalt - (approx. 1600 m)	\$ 160,000.00
10.0	Interpretive Trails	Conversion of horse trails to interpretive trails - Includes subgrade prep, gravel/wood chip surface and signage - (approx. 3500 m)	\$ 175,000.00
11.0	Group Camp Site - Lower Lands	Includes 10 tents on concrete pads (\$2100 ea), fire pit with benches (\$4000), vault toilet (\$15,000)	\$ 40,000.00
12.0	Bridge to Maskepetoon	120m long, 5m wide, basic design pedestrian Bridge	\$ 2,500,000.00
13.0	Trail Link Fort Normandeau	A master plan is required for this development to be considered	\$ -

Subtotal	\$ 5,488,000.00
25% Contingency & Fees	\$ 1,372,000.00
Heritage Ranch Total	\$ 6,860,000.00

Recommended Business Case

Recommended that the redevelopment of Heritage Ranch would include the phasing out of all equestrian programs and the development of the Waskasoo Discovery Centre. This new development concept will enhance existing infrastructure and create sustainable revenue sources by building new infrastructure and expanding programming.

Interim Operation

Initially the business case includes the continuation of some of the existing services and programs. Assumes that the existing facilities would stay in the short term (2008). Predicted potential revenue generation for total revenue of \$121,862.

Interim Operation - Projected Gross Revenue	
Equestrian (pony, hay and sleigh rides)	\$35,000
Day Group Camps	\$5,940
Existing Facility	\$76,922
Bike and Ski Rentals	\$4,000
Total:	\$121,862

New Discovery Centre & Existing Operation (Less Equestrian)

Building and servicing the new Discovery Centre would cost \$1.9 million with the capital costs and future operating budgets (parks/tourism) being offset by having the Ecological Services department as the primary tenant. Existing Heritage Ranch building would be upgraded as required over time.

New Discovery Centre & Existing Operations - Projected Revenue	
Staff Office Rental - 4,000 s.f.	\$ 40,000
Interpretive/Education Tours (Net)	\$15,600
Day Group Camps	\$11,940
Existing Facility	\$100,000
Bike and Ski Rentals	\$8,000
Total:	\$175,540

Heritage Ranch

Expenditures

Existing costs incurred by the City to maintain the grounds are outlined in the following table:

	Trail Maintenance Annually	Turf Maintenance Annually	Total Annually
Staff	\$24,108	\$5,000	\$29,108
Fleet	\$7,000	\$4,000	\$11,000
Cont Serv/ Materials	\$7,200		\$7,200
Total Heritage Ranch	\$38,308	\$9,000	\$47,308

Operating Costs

Estimates of operating costs in comparison to the existing operation:

	Status Quo	Interim Operation	New Discovery Centre
Revenue	\$141,800	\$129,862	\$175,540
Expense	\$161,985	\$179,067	\$280,587
Surplus/Deficit	(\$20,185)	(\$49,205)	(\$105,047)
Operator Income	\$34,444	\$38,200	\$38,200
Cost to City – Operations	\$54,628	\$87,405	\$143,247
Cost to City – Maintenance	\$47,308	\$47,308	\$47,308
Cost to City – Total	\$101,936	\$134,713	\$190,555

Heritage Ranch

Development Summary:

Heritage Ranch is a vital natural area and a significant aspect of the Waskasoo Park system that must be protected and preserved for the future. Existing low impact uses such as walking, cross country skiing and orienteering will be maintained.

As a gateway to Waskasoo Park, Heritage Ranch and the new Waskasoo Discovery Centre will provide educational, interpretive and recreational opportunities for residents and visitors and provide potential cross programming opportunities with the Kerry Wood Nature Centre.

Since the Heritage Ranch property is within the County of Red Deer, all detailed development plans will need to be prepared in consultation with the County.

It has been agreed that the equestrian operation is not viable and should be discontinued over-time. With a focus on education and interpretation, the park will become a distinct and unique Special Gathering Place within the Waskasoo Park system.

As illustrated, costs to The City (i.e. subsidy to Heritage Ranch) would increase with this program. However, there are tremendous potential benefits gained by increased use and marketing of the Waskasoo Park system, as well as introduction of new and unique program opportunities to the community.

The inclusion of the Ecological Services as primary tenant in the Discovery Centre will raise the profile of the important work of this group with the added benefit of providing site management and security.

The change in the focus of the park from equestrian to the 'Gateway' to Waskasoo Park, and the plans to reclaim parts of the site to natural state provide an important environmental focus and sustainable programs which fits well with The City's strategic and environmental objectives.

WASKASOO PARK

SPECIAL GATHERING PLACES

Bower Ponds

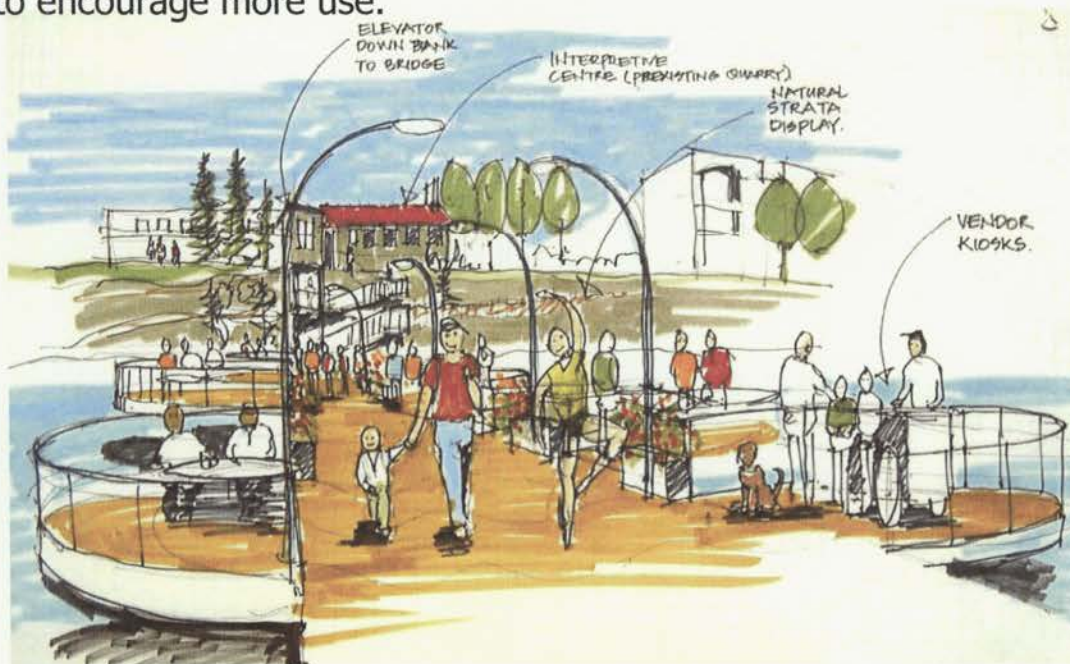
Bower Ponds

The proposed focus for Bower Ponds is to provide more opportunities for community and cultural activities and services within the park in an effort to encourage more use.

Development Concepts

Riverlands Promenade: an urban, pedestrian promenade overlooking the river and Bower Ponds; a strong visual link with the park, great meeting and strolling opportunity.

Pedestrian Bridge: A pedestrian connection between the Riverlands area, Alexander Way and Bower Ponds; a significant capital cost.



Art in the Park/ Serenity Garden: opportunities for the placement of public art; special places for artists to paint and draw and also for people to sit, read and contemplate; Serenity Garden designed to provide a quiet, contemplative place within the park.

Development Concepts

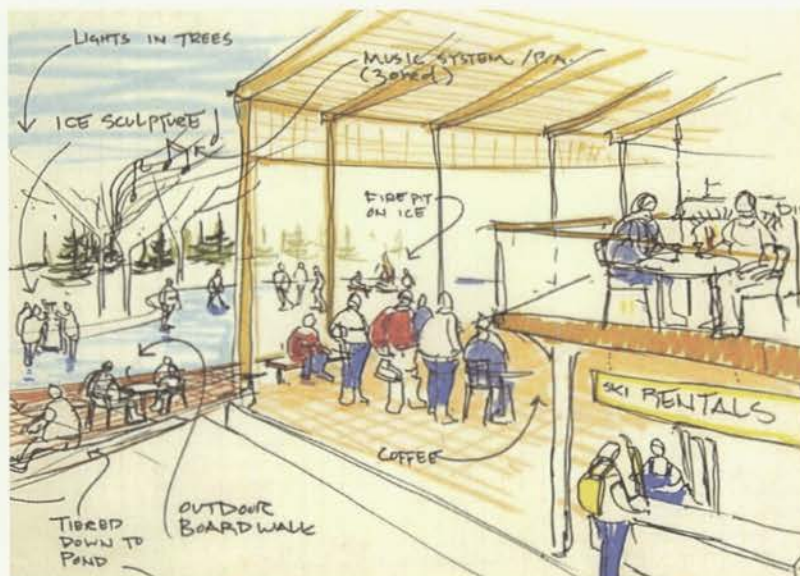
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Bower Ponds

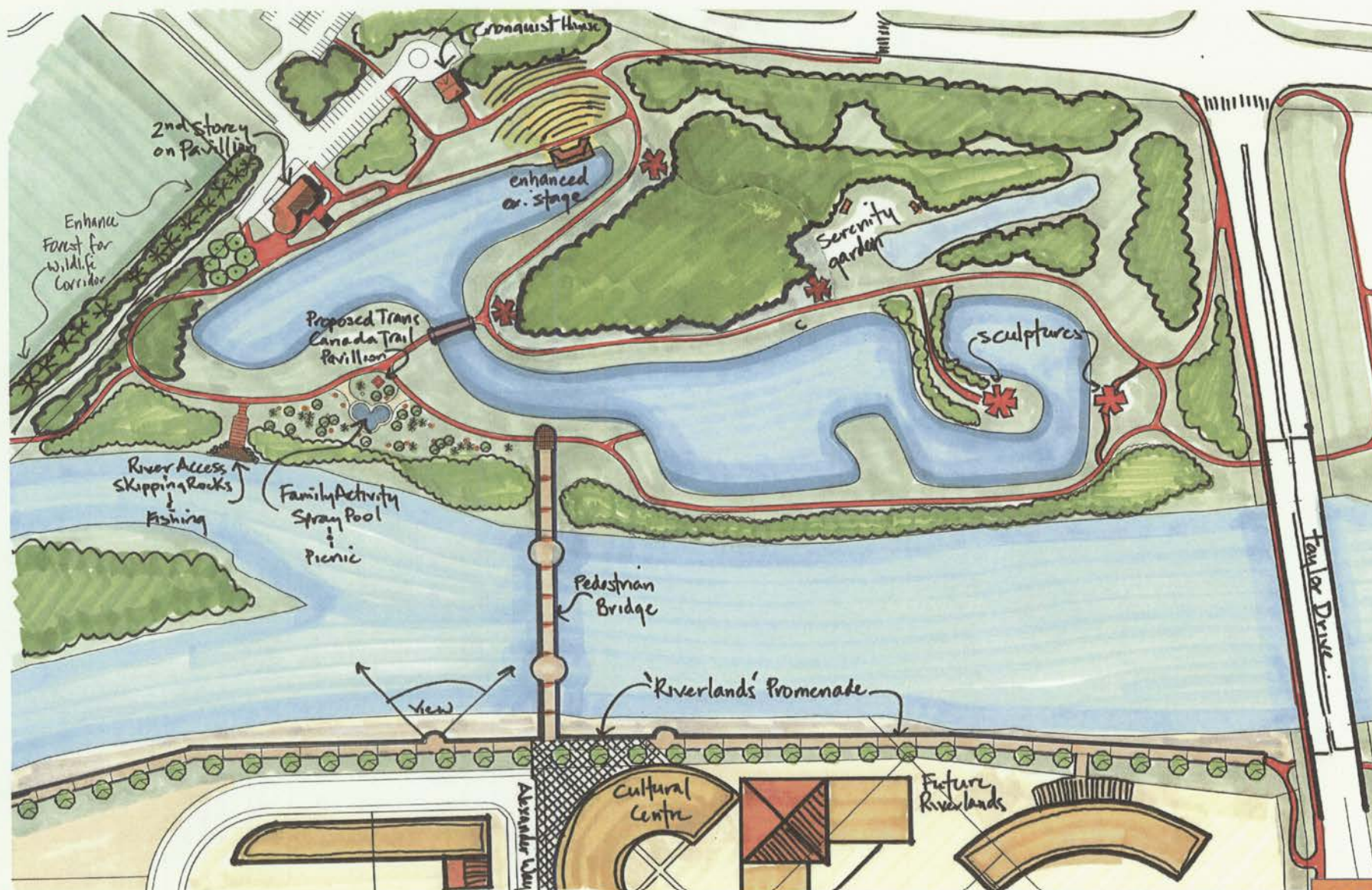
Development Concepts

Existing Stage Enhanced: change rooms, power servicing, overhead canopy, and better sound controls (directional/less spill); acoustical analysis; stage programming.

Family Use Features: small spray park, playground and picnic area.



Expanded Pavilion: to provide a level of service consistent with a downtown, urban park; a second floor café and deck; light lunches, lattes and healthy snacks.



Capital Costs:

The estimated capital costs for the proposed development concepts for Bower Ponds total \$9.25 million dollars

Item	Description	Notes	Total
1.0	Riverlands Promenade	Concrete promenade (5m wide) with view points, lighting, seating and landscaping (600 m @ \$ 2500/m)	not included in Bower Ponds costs
2.0	Pedestrian Bridge	170m long, 6m wide Pedestrian bridge with viewpoints, barrier free access from Riverlands to Bower Ponds	\$ 5,800,000.00
3.0	Art in the Park	Development of paths (75 m @ \$75) and four Art/sculpture nodes (concrete pads, benches, landscape). Note: Art/Sculpture cost not incl.	\$ 26,000.00
4.0	Serenity Garden	Includes benches, fountain, planting beds	\$ 40,000.00
5.0	Existing Stage Enhancements	Includes roof, dressing rooms, stairs, ramps, storage rooms, power service, noise management provisions	\$ 240,000.00
6.0	Family Use Features	Includes small spray park (\$340,000 incl. water service), Small playground (\$120,000), River access improvements (\$25,000), Picnic Table on pads (15 @ \$1500), Tree planting (15 @ \$500)	\$ 515,000.00
7.0	Pavilion Expansion	Add second storey with lounge, food service & patio. Based on 2000 sq. ft. at \$250/sq.ft.	\$ 700,000.00
8.0	Enhancement Planting/Wildlife Corridor	Includes planting of native trees and shrubs between Bower Ponds and football field (Great Chief) to provide buffer and create wildlife corridor	\$ 85,000.00
Subtotal			\$ 7,406,000.00
25% Contingency & Fees			\$ 1,851,500.00
Bower Ponds Total			\$ 9,257,500.00

Recommended Business Case

Bower Ponds has evolved to become one of the most popular family recreation areas in Waskasoo Park but is in need of refurbishment and increased usage. If the current operations and facilities remain unchanged, the most prevalent impact would be the loss of a potentially great year round community gathering space and consequently all of the associated opportunities and benefits to residents. Without some, or all, of the recommended improvements the potential of Bower Ponds as a natural attraction for downtown businesses would be lost, or at the very least inhibited. The recommended business case supports the implementation of the proposed development concepts.

Financial impacts:

Financial impacts of the various scenarios are high lighted in the chart below.

	Status Quo	No Operator Status Quo	Expand Pavilion	No Operator & Expanded Pavilion
Revenue From Operators	\$2,965	\$26,920	\$2,019	\$40,380
Revenue – Food & Beverage		\$32,380	\$36,000	\$36,000
Total Revenue	\$2,965	\$59,300	\$38,019	\$76,380
Expense – Food & Beverage		\$19,955		
Expense – City Operations	\$59,247	\$129,895	\$74,284	\$142,625
Expense – City Parks	\$90,300	\$90,300	\$90,300	\$90,300
Cost to City	\$146,582	\$222,190	\$126,565	\$156,545

Development Summary:

The park has become staid and redevelopment is necessary to ensure the resurgence of the park and its ongoing viability. Elevating the family activities and arts & culture program brings a strong focus for an urban park and expanding family opportunities will encourage increased usage.

In addition, retrofitting the Pavilion will better meet user needs and offer a special food & beverage service in the park. Improving the stage facility will facilitate increased programming and usage for regular, small scale performances.

In terms of risk, it is important to note that The City has to subsidize the current contractors to ensure at least minimal coverage is maintained. Not undertaking the improvements could result in the facility being turned over to The City. Expanding the food & beverage operation is a large undertaking and should only be considered if a contract operator can be found who is willing to invest in the development.

Finally, the recommended development concept for the park has evolved with strong consideration of the positive impacts of the proposed Riverlands development. Enhancing the park will compliment the plans for the Riverlands project, and with those new developments, the park will draw users from downtown and families from around the city.

WASKASOO PARK

SPECIAL GATHERING PLACES

Three Mile Bend

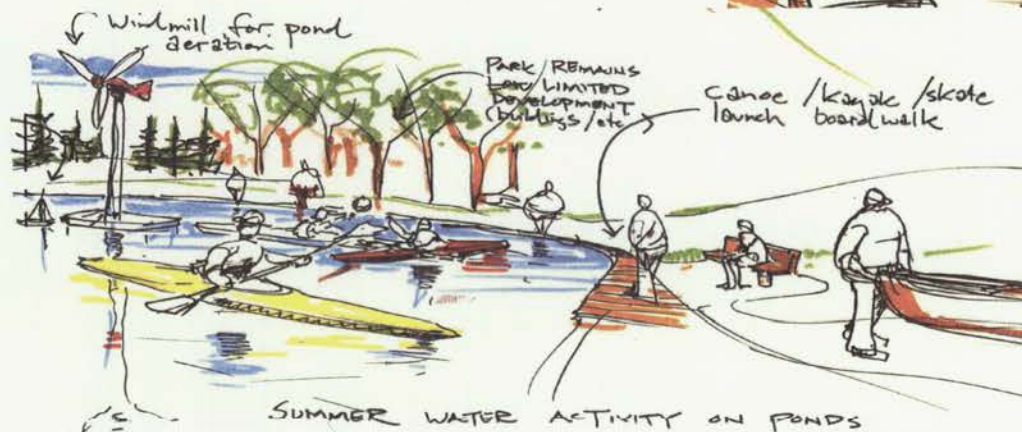
Three Mile Bend

The public and stakeholders were clear that Three Mile Bend should be retained primarily as an off-leash area and the proposed development concepts for the site support this message. In addition, there was support for retaining and enhancing the facilities and current use of the site by other key users such as the Freestyle Ski Club, the Canoe/Kayak Club and the Remote Control Car Club.

Development Concepts

Off Leash Area: additional support amenities such as benches, more parking, more waste bins, bag dispensers; an interpretive signage program

AREA MAP / UPCOMING EVENTS



SUMMER WATER ACTIVITY ON PONDS

Canoe/Kayak Boardwalk, Pier & Circuit: To support the teaching and training programs of the canoe/kayak club

Development Concepts

Three Mile Bend

Development Concepts

Ski Jump Improvements:

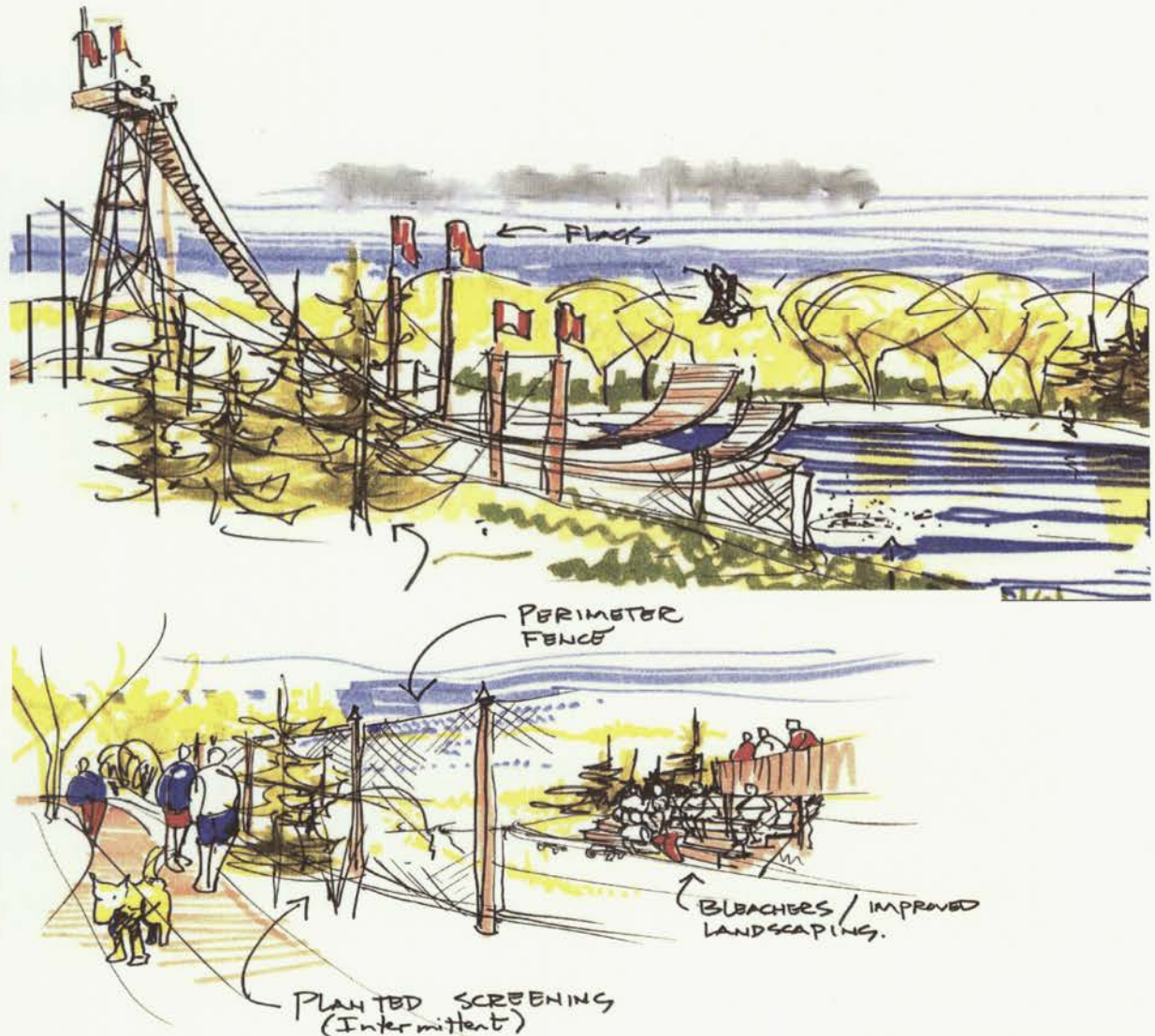
Architectural improvements to improve aesthetics & meet the needs of the users from a teaching, training and safety perspective.

Water Quality

Improvements: improving the water quality within the ponds by providing aeration through the pumping of water by fountain and/or windmill.

RC Club Improvements:

Improvements designed to better integrate the facility into the park and reduce potential conflicts with other park users.



Development Concepts

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Three Mile Bend



Three Mile Bend

Master Plan

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Three Mile Bend

Capital Costs:

The estimated capital cost for the proposed development concepts for Three Mile Bend is \$358,750

Item	Description	Notes	Total
1.0	Dog Park Amenity Improvements	Includes some trail widening (1200m), additional benches (15), trash/recycling receptacles (10), expand parking lot, info board/map	\$ 75,000.00
2.0	Water Quality Improvements	Windmill/wind powered circulating pump/fountain	\$ 12,000.00
3.0	Interpretive Trails	Trail signs on existing trails - 1 major trail head sign (\$4000) and 10 interp signs (\$1700 each)	\$ 21,000.00
4.0	Canoe/Kayak Circuit	River & Pond pedestrian/portage access ramps	\$ 24,000.00
5.0	Canoe/Kayak Boardwalk & Pier	Floating Boardwalk (40m) and pier, grading and restoration of slope for easy launching and teaching, benches (4)	\$ 75,000.00
6.0	Ski Jump - Architectural Improvements	New cladding, paint, steps, platforms, ramp repairs, architectural embellishments (eg. Flags, banner poles)	\$ 48,000.00
7.0	RC Club Track - Site Improvements	Includes Fencing (200 m), gates (service & person), landscaping, bleachers (24 person)	\$ 32,000.00
Subtotal			\$ 287,000.00
25% Contingency & Fees			\$ 71,750.00
Three Mile Bend Total			\$ 358,750.00

Three Mile Bend

Recommended Business Case

Three Mile Bend primarily serves the dog walker community with secondary users such as public use of trails, canoe/kayakers, ski jumpers and RC Car Club site users. The recommended business case supports maintaining the primary focus of park for off-leash dog use and implementing a number of proposed amenities as they will enhance activities at the site and increase the enjoyment of all users.

Expenditures

Existing costs incurred by the City to maintain the park:

	Annual Trail Maintenance	Annual Turf Maintenance	Annual Total
Staff	\$23,388	\$2,500	\$25,888
Fleet	\$7,000	\$2,300	\$9,300
Cont Serv/ Materials	\$7,200	\$0	\$7,200
Total 3 Mile Bend	\$37,588	\$4,800	\$42,388

Three Mile Bend

Development Summary

Expanding the facilities and amenities for all of the user groups of Three Mile Bend will improve the use and enjoyment of this Special Gathering Place. A commitment to improved water quality and protection and interpretation of the unique natural features of the park will provide for a sustainable environment.

Improvements to the facilities for the RC Car Club and the Freestyle Ski Club will be welcomed by these groups and there should be good partnering opportunities for these improvements. As well, the teaching area and the canoe/kayak circuit will be unique features in an urban park setting and should receive good levels of use.

As this is the City's only off-leash dog park it is an important asset to enhance and protect. With the reduction in useable area with the development of the City yards and with gradual increases in use there is the potential of dog/human conflicts. This issue can be addressed through the creation of another off-leash dog park in south sector of Red Deer.

WASKASOO PARK

SPECIAL GATHERING PLACES

River Bend

Throughout the study the focus of discussion regarding River Bend was on the expansion of the golf course, improved community access to the park node and protection of the natural resources of the site. As the city grows, this Special Gathering Place will become the focal point for outdoor community activity for residents from the northeast specifically and from the region generally. As such, improvements and expansion of the existing community facilities received strong public support throughout the study.

Development Concepts

Discovery Canyon Expansion:

expanded beach area, a 'kiddy creek' tube ride for younger kids, a large scale water spray park and an expanded playground. All this would be supported by additional parking, picnic area, walks and beach volleyball.



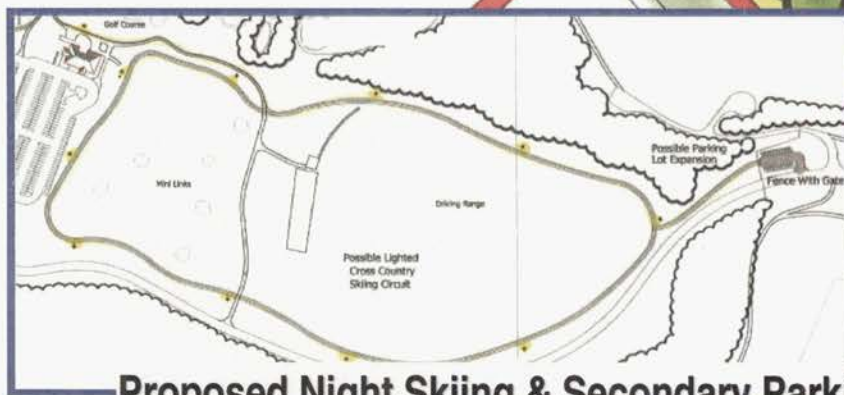
Trail Enhancements: additional benches and waste receptacles, interpretive signage, and warm-up/picnic shelters.

Development Concepts

Night Skiing: To facilitate after work/evening skiing, a lighted cross country ski course; 1.2 km circuit, solar powered, low level lights designed to provide suitable visibility and safety without excess light spill or environmental impacts.

Secondary Parking Lot: In support of the night skiing and to provide evening/after work access to the trails a secondary parking lot has been proposed along the access road by the east end of the driving range. This parking lot, associated security gate and fencing would allow River Bend staff to control access to the golf course while still providing an accessible parking area for trail users, particularly in the winter when the course is closed.





Proposed Night Skiing & Secondary Parking

Capital Costs:

The estimated capital cost for all of the proposed development for River Bend totals \$1.99 million based on the following development concepts:

Item	Description	Notes	Total
1.0	Discovery Canyon - Beach expansion	400 sq.m - Includes excavation & removals, grading, retaining walls, new sand	\$ 65,000.00
2.0	Discovery Canyon - 'Kiddy Kreek'	Includes excavation & removals, grading, boulders, liner	\$ 120,000.00
3.0	Water Play Park	Major, regional level water play park including all site development, water service, controllers and activators, and water spray components	\$ 750,000.00
4.0	Playground Expansion	Major, regional level playground including all site development and play components	\$ 320,000.00
5.0	Discovery Canyon - Site Development	Includes additional picnic tables (30 @\$700), benches (15 @\$1000), trash/recycling receptacles (10 @ \$1200), groups shelters (2 @\$14,000)	\$ 80,000.00
6.0	Parking Lot Expansion	2250 sq.m - Includes excavation & grading, subgrade preparation, compacted base, concrete curbs, asphalt, line painting and landscaping	\$ 170,000.00
7.0	Night Skiing Circuit	Power Service and 14 lights	\$ 32,000.00
8.0	Lower Parking Lot	20 car gravel parking lot, control gates, light and fencing	\$ 35,000.00
9.0	Trail Improvements	Trail signs on existing trails - 1 major trail head sign (\$4000) and 10 interp signs (\$1700 each)	\$ 21,000.00
Subtotal			\$ 1,593,000.00
25% Contingency & Fees			\$ 398,250.00
River Bend Total			\$ 1,991,250.00

Recommended Business Case

The recommended business case proposes a revision to the operating format by refocusing the mandate to enhance community use, to increase golf user fees, and to alter the governance model. It does not support the expansion of the golf course until such time that the land situation is resolved and The City determines its commitment to expansion of public golf in the city.

The total number of rounds completed at the course in 2004 was 38,310. Of that total, 40 restricted members played 2,066 rounds, 90 senior restricted members played 3,920 rounds and 190 unrestricted members played 10,637 rounds for a total of 16,623 rounds. Therefore pass holders play 43% of rounds played. 2004 revenue of \$297,458 or 30% of total revenue generated (\$989,073) is attributed to pass holders. If 43% of rounds played generate only 30% of the total revenue, then there is clearly an opportunity to increase revenues through an adjustment to the pass holder rates.

To make this adjustment it is suggested that a fee increase be implemented over two years. The anticipated results of this change are twofold, more public will play with better times and existing pass holders will play potentially less often at higher rates.

In the Business Case Analysis, based on the financial information supplied by River Bend, the estimated total surplus generated in 2005 would be \$338,307. Of that, \$140,000 is committed to retire a debt for the clubhouse construction and \$178,000 for the River Bend Reserve on deposit with The City.

In order to demonstrate an increased commitment to the community non-golf amenities, the proportion of additional capital/operating funds for Discovery Canyon and trail maintenance will need to be increased. Currently, in addition to the River Bend Reserve annual deposit, The RB Society also budgets for, and carries certain major maintenance initiatives in its operating budget.

The financial impact of the preferred scenario as well as suggestions from the staff and Board of River Bend are outlined in the table.

Increase in Fees model:

Revenue increased \$189,183 from status quo based on an increase of fees for pass holders and green fees and the elimination the free pull cart and bucket of balls for each user.

An expanded Discovery Canyon will generate increased revenue. The deposit fund changes based on revenue Society reserve is calculated by adding the deposit fund to the surplus.

	Status Quo	Increase Fees
Revenue		
Golf Revenue	\$1,846,287	\$2,035,470
DC & Trails	\$44,922	\$90,000
Total Operating Revenue	\$1,891,209	\$2,125,470
Expense		
Golf Expense	\$1,519,569	\$1,519,569
Cost of Sales	\$302,383	\$302,383
DC & Trails Expense	\$44,922	\$60,000
Amortization Cost	(\$314,472)	(\$314,472)
Total Operating Expense	\$1,552,402	\$1,567,480
Operating Surplus/Deficit	\$338,807	\$557,990
Capital Expense	Clubhouse Loan	\$140,000
Net Surplus	\$198,807	\$417,990
Deposit Fund	\$191,334	\$225,019
Balance After Deposit Fund	\$7,473	\$192,971

Development Summary:

The proposed development concept supports the ongoing management and protection of the escarpment and natural areas of River Bend and the expansion and upgrading of the existing community recreation facilities. The expansion of Discovery Canyon and the other proposed recreational upgrades have been designed to meet future use requirements as the city grows in and around River Bend.

In light of the proposed capital expenditures it is important to recognize that the significant use of Discovery Canyon occurs in the summer and that weather can have a dramatic effect on the level of use.

The business case has recommended an increase in green fees and pass holder fees and suggests that the River Bend Society Board prepare a long range vision for the Special Gathering Place as a recreation area with golf as a key interest. Currently, River Bend is developing a new Master Plan (2006) which will identify the needs and related costs of future development in the Park.

The RBS Board provides ongoing important work that enables the continuing success of the River Bend Golf Course and Recreation Area. The business case also recommends that the RBS Board and The City work towards a better balance of community and golf interests and that the Board establish a life-cycle costing plan to maintain the golf assets and improve community access to non-golf activities.

The golf course is developed to the desired level of The City and should be maintained at this level for the future enjoyment of users. Although the financial argument for an additional nine holes is strong, it is the protection of the natural areas by minimizing development that is most important at this time.

The decision not to include the expansion in the Master Plan is based on the protection of the natural environment, the benefits of having additional land on which to expand, and the consideration that The City is already meeting their mandate of providing accessible and affordable golf for its citizens under the current operating format and facility.

WASKASOO PARK

SPECIAL GATHERING PLACES

Master Plan Implementation

Master Plan Implementation

Implementation:

The recommended development concept for each of the Special Gathering Places has evolved during the study through the discussions with the Committee, stakeholders and the public.

With a concept plan for each location in place, it will be up to Council and administration to move forward with the implementation of the Master Plan in a staged approach.

The following section provides a summary of the recommended development and priorities for each of the Special Gathering Places.

It also defines the overall development priorities, an implementation framework and an implementation schedule for the staged implementation of the Master Plan.

Development Priorities:

The committee was asked to rank the recommended development concepts with consideration of the development scope, the capital costs, potential related/linked projects, and other general considerations. The following is a summary of the top three priority projects for each of the Special Gathering Places.

- ❖ **Heritage Ranch:** improved directional and information signage, development of interpretive trails and the development of the Waskasoo Discovery Centre.
- ❖ **Bower Ponds:** family use features, stage enhancements and Art in the Park.
- ❖ **Three Mile Bend:** Dog Park amenity improvements, water quality improvements and interpretive trails.
- ❖ **River Bend:** the expansion of Discovery Canyon (Beach & Kiddie Kreek) and associated site development.

Master Plan Implementation

Overall Priority Projects:

With consideration of the individual rankings of the priorities for each of the Special Gathering Places, the committee members were then asked to identify their top ten priority projects from the overall list of 36 projects. The results of this exercise were compiled, two projects were combined and four additional projects were added. During preparation of the report the consulting team recommended an additional 3 projects. The following table identifies 17 priority development projects and the associated development costs of close to \$5.1 million. The overall total development cost for all 36 projects is estimated to be \$18.5 million.

Overall Rank	Special Gathering Place	Development Project	Capital Cost	25% Fees & Contingency	Total
1	Bower Ponds	Family Use Features	\$ 515,000	\$ 128,750	\$ 643,750.00
2	Heritage Ranch	Waskasoo Centre	\$ 1,900,000	\$ 475,000	\$ 2,375,000.00
3	Heritage Ranch	Interpretive Trails	\$ 175,000	\$ 43,750	\$ 218,750.00
4	River Bend	Parking Lot Expansion	\$ 170,000	\$ 42,500	\$ 212,500.00
5	Bower Ponds	Stage Enhancements	\$ 240,000	\$ 60,000	\$ 300,000.00
5	Heritage Ranch	Roads & Parking	\$ 125,000	\$ 31,250	\$ 156,250.00
7	Heritage Ranch	Directional & Information Signage	\$ 140,000	\$ 35,000	\$ 175,000.00
8	River Bend	Discovery Canyon - Beach & Kiddie Kreek	\$ 185,000	\$ 46,250	\$ 231,250.00
9	Bower Ponds	Art In Park	\$ 26,000	\$ 6,500	\$ 32,500.00
10	Three Mile Bend	Canoe/Kayak Circuit & Boardwalk/Pier	\$ 99,000	\$ 24,750	\$ 123,750.00
11	Three Mile Bend	Dog Park Improvements	\$ 75,000	\$ 18,750	\$ 93,750.00
12	Three Mile Bend	Water Quality Improvements	\$ 12,000	\$ 3,000	\$ 15,000.00
13	Three Mile Bend	RC Car Club Improvements	\$ 32,000	\$ 8,000	\$ 40,000.00
14	River Bend	Trail Improvements	\$ 21,000	\$ 5,250	\$ 26,250.00
15	River Bend	Discovery Canyon Site Development	\$ 80,000	\$ 20,000	\$ 100,000.00
15	River Bend	Waskasoo Centre Eco-Park	\$ 230,000	\$ 57,500	\$ 287,500.00
15	Three Mile Bend	Interpretive Trails	\$ 21,000	\$ 5,250	\$ 26,250.00
Totals			\$ 4,046,000	\$ 1,011,500	\$ 5,057,500.00

Master Plan Implementation

Implementation Framework:

As part of the discussion and identification of the priority development projects, the Committee was asked to identify parameters or criteria which should form the framework for implementation. The following decision making considerations were identified:

- ❖ **Realistic Timelines:** projects and the associated development timelines should be realistic in terms of expectations for delivery. Projects should also be developed in a logical order to ensure that related projects are linked together and support each other. Future projects should not impact existing development.
- ❖ **Planning Tool:** the priority projects list and implementation schedule are subject to further detailed planning and budget processes.
- ❖ **Changing Priorities:** recognition that priorities may change due to opportunities and circumstances related to land use, budgets, partnerships, community involvement or environmental needs. The plan must be flexible.
- ❖ **Momentum:** implementation of lower cost, immediate impact projects will be important to overall development momentum and community/partner buy-in. There is also a need to balance projects across all four Special Gathering Places.
- ❖ **Partnerships:** many of the development projects have excellent partnership opportunities.
- ❖ **Contract Operators:** proposed development is designed to strengthen and enhance current operations making them more viable. City should solicit the input of current operators on considerations such as transition from old operations to new.
- ❖ **Operations:** during detailed design, operational issues and budgets should be prepared for all new development projects. Operation levels and budgets will need to be monitored and adjusted to reflect new development.

Master Plan Implementation

Overall Priority Projects:

With consideration of the development priorities and the implementation framework a five year implementation schedule was prepared. The schedule (on the next page) identifies the development projects for each year and the associated development costs (capital, contingency & fees). Key development considerations have also been identified. It is important to note that planning and detailed design for some projects has been included in the year prior to the planned construction.

Year	Special Gathering Place	Development Project	Key Development Considerations	Total
1	Heritage Ranch	Waskasoo Centre	Visioning, planning, programming, concept, detailed design, Sustainable design	\$ 237,500.00
1	Three Mile Bend	RC Car Club Improvements	Car Club prepared to partner immediately on improvements. Partial development in Year 1	\$ 18,000.00
1	River Bend	Trail Improvements	Good partnering and community buy-in projects	\$ 26,250.00
Year 1 Total				\$ 281,750.00
2		Planning & Design	Bower Ponds Art in the Park & Stage Enhance; River Bend DC Beach/Kiddy Kreek/Playground	\$ 103,125.00
2	Heritage Ranch	Waskasoo Centre	Construction of this major, high profile project, reflecting the future of Waskasoo Park.	\$ 2,137,500.00
2	Heritage Ranch	Directional & Information Signage	Vision, Market position, materials and signage for new Heritage Ranch/Waskasoo Discovery Centre	\$ 175,000.00
2	Three Mile Bend	RC Car Club Improvements	Complete the development	\$ 22,000.00
2	Three Mile Bend	Dog Park Improvements	High levels of use, improve user experience and site. Offsets impacts of City Yard development	\$ 93,750.00
2	Three Mile Bend	Water Quality Improvements	Positive environmental impacts, improves site, low cost, good sponsorship/grant project	\$ 15,000.00
2	River Bend	Discovery Canyon Site Development	Related to Discovery Canyon expansion	\$ 100,000.00
Year 2 Total				\$ 2,646,375.00

Master Plan Implementation

Overall Priority Projects: continued

Year	Special Gathering Place	Development Project	Key Development Considerations	Total
3		Planning & Design	Bower Ponds Family Use Features; River Bend Water Park	\$ 156,250.00
3	Bower Ponds	Stage Enhancements	Good project in support of improved programming for site. Partnership opportunities	\$ 270,000.00
3	Bower Ponds	Family Use Features	Top ranked project, site available, water service required. Immediate impact, increased use	\$ 643,750.00
3	Bower Ponds	Art In Park	Good link to Culture Master Plan, provides additional evolution of park programming/activities	\$ 32,500.00
3	Three Mile Bend	Interpretive Trails	Good partnering and community buy-in projects	\$ 26,250.00
Year 3 Total				\$ 1,128,750.00
4	Heritage Ranch	Roads & Parking	Related to Waskasoo Centre development	\$ 156,250.00
4	Three Mile Bend	Canoe/Kayak Circuit & Boardwalk/Pier	Combination of two linked projects. Good Partnering opportunity	\$ 123,750.00
4	River Bend	Parking Lot Expansion	Already identified by River Bend as need	\$ 212,500.00
Year 4 Total				\$ 492,500.00
5		Planning & Design	Bower Ponds Pavillion Expansion	\$ 87,500.00
5	Heritage Ranch	Interpretive Trails	Good partnering and community buy-in projects	\$ 218,750.00
5	Heritage Ranch	Waskasoo Centre Eco-Park	Allows two years for deveopment & marketing of (indoor) Waskasoo Centre Programming.	\$ 287,500.00
5	River Bend	Discovery Canyon - Beach & Kiddie Kreek	Expansion in Year 5 reflects population growth	\$ 231,250.00
Year 5 Total				\$ 825,000.00
Five Year Master Plan Total				\$ 5,374,375.00

Note: The difference between the Five Year Master Plan Total on this chart and the total on the previous priority projects chart (P. 39) is due to planning and design activities for future projects as well as the addition of related projects which had not originally been identified as priorities.

Master Plan Implementation

A Twenty Year Vision:

During the first five years of this Master Plan, just less than half of the overall projects have been identified for implementation. This is a fairly aggressive schedule from a planning, budgeting, design and construction perspective but it reflects the importance of the Waskasoo Park Special Gathering Places to community identity, health and values. The implementation of the priority projects will have immediate impact on the use and enjoyment of the Special Gathering Places.

During the fifth year of the implementation schedule the Master Plan should be reviewed by City staff in consultation with stakeholders. A new 5 year list of priority projects and implementation schedule should be developed. At this time additional projects may be considered or existing proposed projects may be modified. It is important that the plan remain flexible to accommodate changing needs and partnership opportunities.

The City's overall goal of the Waskasoo Park Special Gathering Places Study was to develop a plan which would reenergize the Special Gathering Places with innovative and sustainable facilities, programs and services. Through the work of the committee, the project team, the stakeholders and the public, this Master Plan has met that goal and provides the City with an important tool for ensuring that the next twenty years of Waskasoo Park development, operations and use are as successful as the first twenty years.

When implemented, the plans and recommendations defined in this report will assist the City in enhancing the four Special Gathering Places so that they are sustainable and reflective of community needs and desires for now and into the future.



WASKASOO PARK

SPECIAL GATHERING PLACES

Master Plan Report

December 2005



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1.0 Introduction

1.1 Introduction

The Waskasoo Park system is one of Red Deer's most well known and well used features and one of the City's proudest accomplishments. Planned and developed as part of the Province's Urban Park Programs in the 1980's, The City has identified the need to reassess the needs and uses of Waskasoo Park by updating the Waskasoo Park Master Plan. Some of the key drivers of the **Waskasoo Park Study** include:

- The City's commitment to the Cornerstone Values, Vision, Purpose and Guiding Principles as defined in the Strategic Plan for The City of Red Deer.
- The Recreation, Park and Culture Department's adoption of an integrated planning approach based on community needs.
- The recognition of the increased and changing use patterns of the Park combined with the city's growth.

The updated Master Plan will consist of a number of separate components. This study, the second component of the overall master plan update, has focused on four **Special Gathering Places** within Waskasoo Park: Heritage Ranch, Bower Ponds, Three Mile Bend and River Bend. This document reviews the last twenty years of development within each of these parks as well as creates possibilities for the next twenty years.

The City's overall goal for this study is to reenergize the Special Gathering Places with innovative and sustainable programs and services, identifying and addressing conflicting uses, and achieving synergy with current planning directions. When implemented, the plans and recommendations defined in this report will assist the City in enhancing the four Special Gathering Places so that they are sustainable, innovative and reflective of community needs and desires. The ideas outlined in this report allow for the long term success of these parks as users' needs have altered since their first development twenty years ago.

The following report defines the process, findings, ideas and recommendations of the Special Gathering Places Study. The study process has been managed by a project steering committee made up of City staff, stakeholders and community representatives. Throughout the study, the Committee and the consulting team have involved stakeholders and the general public in providing input on the features and programs of the four Special Gathering Places and more importantly, generating and evaluating ideas for new, innovative and sustainable programs and features for now and into the future.

1.2 Context

Often described as the park of many places because of its diversity, Waskasoo Park was developed in the 1980's for the residents of Red Deer and for the many visitors who pass through the city each year. The park was named using the Cree word "Waskasoo" which means "Elk".

The vision for Waskasoo Park was realized as a result of the Province's Urban Parks Program. The goal of the Urban Parks Program was to "establish significant areas of open space to ensure that populations have easy access to natural environments; and to develop these areas to enable their sustained and unimpaired use for outdoor recreation".

By 1982, the master plan for Waskasoo Park was completed for Red Deer and work was underway. Land was bought, existing parks were tied into Waskasoo Park, and trails, maps and brochures linked everything. When development was finished in the late 80's, Waskasoo Park was a very large, diverse and integrated system of natural areas, parks and recreational facilities (Figure 1.1).

Now in its third decade of use, Waskasoo Park has become one of the most popular features for residents and a key tourism attraction for Red Deer, balancing between providing outdoor recreation, historical interpretation, environmental study and overnight camping. Over 80 kilometers of easily accessible paved, hiking and equestrian trails connect the park user to the beautiful green areas and special attractions. Joggers, cyclists, walkers and in-line skaters, use paved trails, while hiking trails are an excellent way to commune with nature. All recreational sites and special attractions within Waskasoo Park can also be reached by vehicle.

Some of the largest and most well used locations within Waskasoo Park are the four **Special Gathering Places:** Heritage Ranch, Bower Ponds, Three Mile Bend and River Bend. Each of these locations provides different natural and recreational opportunities for residents and visitors.

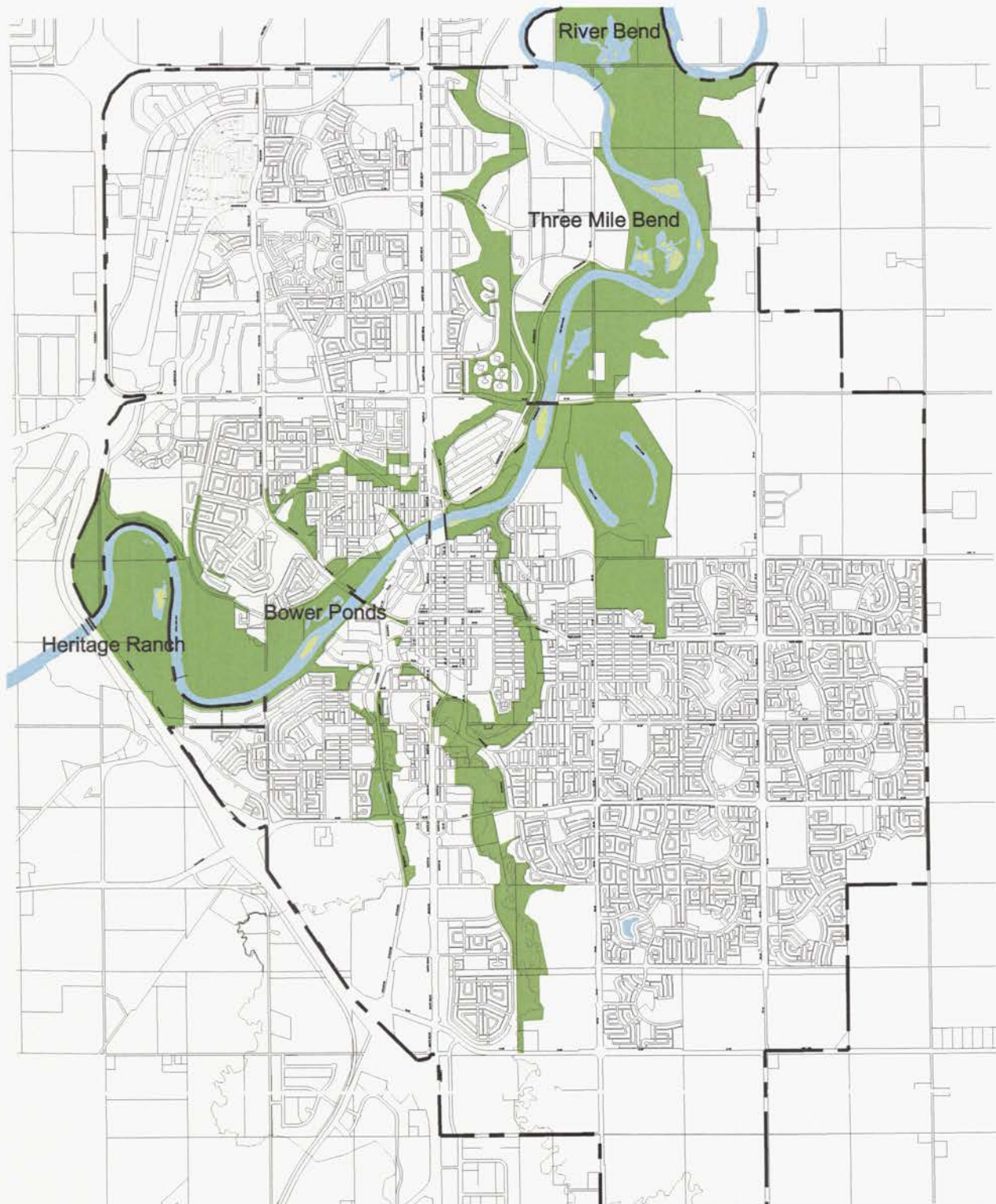
With aging facilities and changing community needs, there are opportunities to expand and update the features and programs of these sites to meet community needs now and in the future. The results of this study provide the roadmap for developing those opportunities.

1.3 Study Objectives

The Special Gathering Places study was guided by three major objectives:

- Review and evaluation of how the Special Gathering Places are currently used by the community in order to determine whether or not they are meeting the needs of park users.
- Investigation of potential alternative/enhanced uses for each location to better reflect community need, demographics, and leisure service trends.
- Assessment of the environmental impact of future plans for park use, ensuring that recommendations are attractive for all ages and that they balance the environmental stewardship aspect of the park with users desires for development.

2005 WASKASOO PARK STUDY Special Gathering Places



Legend



City of Red Deer Park Space

City of Red Deer Park Overview

ISL

March 2005
N.T.S.

Figure:

1.1

1.4 Study Process

The study process included four major phases of work: Evaluation, Concept Development, Business Case and Report Preparation & Approvals.

1.4.1 Special Gathering Places Evaluation

To provide a framework for consideration of new development opportunities, a detailed evaluation of the four Special Gathering Places was completed by the study team.

- **Background Research:** In order to assess what had been studied and proposed in the past for the four Special Gathering Places, as well as for the entire Red Deer community, a thorough analysis of various city documents was completed. This information was used as a platform to guide future planning. (See section 2.1 for more information)
- **Recreation Trends & Best Practices:** The analysis of various provincial and national recreation trends and best practices provided the framework for considering new and innovative development ideas and operational practices. The impact of other broad based trends (i.e. economic, technological, social) affecting participation in outdoor recreation and leisure activities were also defined. Community Development Consultants (CDC) assessed similar models that have worked in the past or are currently being used within other parks and outdoor recreation areas. The trends and best practices report can be found in Appendix A.
- **Site Evaluation:** The evaluation of each site involved three distinct tasks:
 - a) Current Program and Uses: To evaluate the current status of each park node interviews were conducted with the Mayor, City Manager, six City Councillors, the Director of Community Services, the Heritage Ranch Operators, Alberta Sports Hall of Fame & Museum Staff, Tourism Red Deer Staff, Recreation Parks & Culture Program and Facility Staff, Bower Ponds Concessionaire, River Bend Staff and Board Members, the Executive of the Cross-Country Ski Club and the Cultural Heritage Society. All were asked to “think outside the box” as to the potential for these special places as well as giving current status feedback. Those interviewed were also asked to tell of site specific strengths and weaknesses and what development or programming that may have been tried in the past but failed.
 - b) Site and Facilities: ISL met with City staff to gather background information, and then completed an inventory and mapping exercise which evaluated the existing conditions related to the facilities, amenities, infrastructure, and use patterns of each Place. The evaluation looked at the relationship of each site to the surrounding park and trail system, adjacent land uses and the spatial opportunities to support additional or enhanced uses. An existing

conditions plan was produced for each site for use throughout the project.

- c) **Environment:** Spencer Environmental completed an evaluation which focused on vegetation and wildlife habitat as well as the site characterization that is qualitative in nature. The evaluation was based on discussions with City environmental staff, site visits, and air photo interpretation. The evaluation defined current environmental impacts that related to existing uses and provided a baseline for defining potential impacts of proposed uses. A general biophysical overview for Waskasoo Park is provided in Section 2.3. During the course of the study, Spencer Environmental also completed an Environmental Impact Assessment for a proposed 9-Hole Expansion at River Bend Golf and Recreation Area. This report can be found in Appendix E.

1.4.2 Vision & Alternative Concepts

This phase focused on developing and evaluating ideas for park features and programs. Early activities provided the community with an opportunity to consider any and all ideas for the future of the Special Gathering Places. These ideas were then evaluated and refined during the rest of the study.

- **What's Your Vision? – Community Workshops:** The workshop took place on March 5th & 19th, 2005. It involved members of the Red Deer community along with artists from Co-Design. This workshop enabled stakeholders to envision a wide variety of programmatic opportunities and park features for now and in the future. The workshop formed the initial thinking about various improvements to the four Special Gathering Places. Information regarding the outcome of this part of the process can be found in Appendix B.
- **Alternative Concept Plans:** Based on the information gathered in the evaluation phase and the ideas generated during the visioning workshop, alternative concept plans were prepared for each of the Special Gathering Places. Each concept plan illustrated how the preferred ideas and visions fit within the context of existing infrastructure, facilities, environment, adjacent land uses and parks. An overview of the potential opportunities, innovation, issues and constraints of each alternative was also prepared.
- **Waskasoo Park Discovery Tour:** The Waskasoo Park Discovery Tour was held on May 5, 2005 at the Carnival Cinemas. The Discovery Tour involved the viewing of a multimedia presentation of the alternative concept plans for the four Special Gathering Places. The public was invited to come out, eat some popcorn, and enjoy the show. They were then asked to fill out 'passports' which documented their innovative and fresh ideas and to indicate their preferences on ideas generated to date. The questions which were presented and the results of the survey can be found in Appendix C.

- **Alternative Concept Plan Assessment:** a preliminary assessment of the various alternative concept ideas was prepared by the study team and reviewed with the Steering Committee. The assessment gave preliminary consideration to site impacts, environment, capital costs and business case planning.
- **Proposed Development Concepts:** Based on input from the public who attended the community workshop and the Discovery Tour, as well as the input from the Committee, a single development concept was prepared for each of the Special Gathering Places.
- **Public Open House:** On June 21, 2005, the public was invited to attend a an open house which presented the proposed development concepts and to submit their input on the Study recommendations. Results of this feedback can be found in Appendix D.

1.4.3 Special Gathering Places Business Case

Following selection of the preferred concepts, detailed business case scenarios were prepared and evaluated for each location. The business case evaluation gave consideration to the following areas:

- Scope & Assumptions
- Economic impact
- Implementation with phasing options
- Financial Implications
- Funding Sources, Partnerships and strategic alliances

Following consideration of the scenarios, the consultant presented a preferred business case for consideration by the Committee. With consideration of the development concept ideas, the capital costs, the environmental impacts and the preferred business case, the Committee was able to reach a consensus on the recommended development concept for each of the Special Gathering Places.

1.4.4 Study Report Preparation, Presentation & Approvals

In preparing the recommended development concepts for the Special Gathering Places, the consulting team prepared two drafts of the development concept plans and business case analysis to the Committee for review and discussion. A final draft of the overall report was then provided to the Committee for review. Based on Committee approval of the final draft report, recommendations were presented to the Environmental Advisory Board, the Recreation and Parks Board and the Culture Board for comment. Based on the input of the boards, final revisions were made and the final report was presented to City Council.

1.5 Acknowledgements

Throughout the study, the project team has received tremendous input and support from The City, the Steering Committee, stakeholders and the public. In particular, ISL wishes to acknowledge the following individuals who have contributed their time and expertise to ensure that the Waskasoo Park Special Gathering Places report is a practical and valuable document for The City of Red Deer.

The project steering committee included the following:

- City Staff: Corina Dixon, Neil Evans, Jeff Graves, Barbara Hill, Dave Matthews, Ed Morris, Greg Scott.
- Stakeholders & Community Representatives: Michele Boudreau, Dick Huddleston, Ron Lebsack, Hugh Lockhart, Ron Schuster, Don Wales.

2.0 Background Research

2.1 Document Review

The document review covered sixteen documents for which summaries have been provided in this report. The documents can be organized into two categories which are reflected in this document. Part One includes study specific documents and Part Two includes documents relating to the general community.

2.1.1 Waskasoo Park – Master Plan, 1982

In 1982, the City of Red Deer completed the Waskasoo Park Master Plan as part of the Province's Urban Park Program. The Master Plan consisted of five components which addressed the physical, natural and built environments, major factors affecting development, the overall park concept, land requirements and financial implications. The key elements of the master plan are summarized below:

- **Master Plan Goals and Objectives:** Review all previous recreation and open space planning related to the area; Identify unique natural resources; Review existing relevant development, legislative controls and planning proposals; Encourage public participation; Prepare Master Plan - policies and strategic planning
- **Park Concept Recommendations:** Conservation of river valley and wildlife movement corridor, Recommended size – 993.54 Ha (2,455.03 acres) - 624 ha to be acquired from the province and private landowners. Two broad control zones recommended: Conservation Area & Development Area
- **Trail Concept Recommendations:** Comprehensive trail system linking the park; Highest support for Hiking, cross-country skiing, bicycling/walking and snowshoe trails; Focus trails system on existing historical and environmental features and identify and interpret these where possible; Three major trail types - Bicycling/walking, Hiking, Equestrian
- **Vehicular Access Recommendations:** Principle of limited access; Recreation vehicle access a hot topic, but no access to motorcycles and river only access to snowmobiles (City has no jurisdiction over river).

Development Proposals from the original Waskasoo Park Master Plan for each of the Special Gathering Places include:

- **Heritage Ranch (Hoopfer Property):** Develop part as wildlife habitat area; Develop access road from Cronquist Drive and parking area; Link trails; Develop open sports fields and equestrian centre; Develop gravel pits and open areas on lower area with fishing/skating ponds (no boats), group picnicking areas; canoe landing; Develop equestrian and bicycling trails
- **Bower Ponds:** Develop boat launch, dock, trails; Warm up hut/concession; Accessible; Year round staff in facility; Acquire portable stage unit; Lighting; B.M.X. track

- **Three Mile Bend:** Acquire eastern portion and incorporate into urban park; Apply a moratorium on development; Lease a portion; Basic reclamation work and peripheral landscaping
- **River Bend:** develop municipal golf course in final phase; Develop trails; Develop a multi purpose clubhouse; Develop fishing/skating, picnicking and canoe launch; Family fun area

2.1.2 Waskasoo Park –Great Chief Park and Bower Pond Development Plan, 1982

This report defined the development plans for Bower Ponds including: Pavilion; Amphitheatre with portable stage; a system of natural trails to link to Bower Ponds; accessible main promenade; decorative bridge; other connecting pathways; Landscaping.

2.1.3 Waskasoo Park – River Bend Development Plan, 1984

Program elements defined in this plan included:

- 18 Hole municipal golf course
- Multiple-use “clubhouse” and parking
- “Situation golf” area and mini links
- Lake side recreation area with docks, boardwalk, model boat basin, children’s play area and picnicking and service building
- Day use recreation area with 10 picnic sites, canoe launch, parking and trailhead and washroom
- Park maintenance area
- Pedestrian and bicycle trail system

2.1.4 Waskasoo Park – Hoopfer Property (Heritage Ranch), 1982

Heritage was first proposed to include the following components and programmatic facilities:

- **Tourist Day Use Area:** Entrance arch and gate, Asphalt loop road/bikeway, 50 parking stalls- asphalt, 40 overflow parking stalls, 30 picnic sites, Informal softball diamond, Free play/mini soccer, Texas Gates, Grading/preparation and seeding, Highway sign, Remove old road bed
- **Equestrian/Visitor Centre:** Two Storey Building, Courtyard, Farmyard Playground, Service access, Removal of Homestead/clean-up, Gymkhana, riding ring, Chutes/tie stalls, Stallion corral, Mare corral, 15 picnic sites, Spectators slope, Public corral, Private corral, 20 pull through stalls – gravel, Land exchange agreement with AB Transportation
- **Fishing Island:** Trout Pond, Dock, Boardwalk, Bridge
- **Picnic and play area:** Group Picnic Shelter, Sliding Hill, Windmill, Waterfall, Play area, Washroom/Warming Hut

- **Other components included:** Maintenance Storage Area, Stairway/Observation Platform, Bikeway Overpass, Carriageway/sled path, Bikeway, Carriage Station, Natural Reclamation Area, Interpretive Node, Equestrian Training Area, Equestrian Trail, Pit Privy, Canoe landing (two-three), Hillside Trail, Regional Trail Bridge, Pedestrian Trails

2.1.5 Waskasoo Park – Three Mile Bend Development Plan, 1984

The Three Mile Bend Development plan created a Conceptual Development plan that consisted of two phases.

- **Phase One:** Park road, North bridge, Parking – 50 stalls, Bicycle/pedestrian trail, 10 Picnic sites, Model aircraft and model boat area, Pond, Mound viewing, Designated Archery range, Existing osprey nest relocation, Canoeing Ponds – canoeing labyrinth complete with Landing and Launch.
- **Phase Two:** Visitors Centre, Recreation Lagoon, Miniature Golf course, Botanic and Display garden, Natural display garden, 15 Picnic sites, interpretive display for McKenzie Sawmill Heritage Site, Park Road – pond bridge and parking loop road, South Bridge, Park assess – construct entrance at 77th and turn around loop, Parking – 96 stalls, Trails - 1,000 meters of trails, Hiking trail – through botanic and display garden and link to visitors centre.

2.1.6 Red Deer React: Environmental Action Plan, February 1995

The Environmental Action Plan defined a phased process which included the following priorities:

- To determine means whereby formal and informal education programs (schools, public awareness and community participation) will motivate and enlist the public to undertake activity which prohibitively influences the natural ecology and other physical environment issues in Red Deer.
- To itemize and assess environmentally related social issues, economic development activity and municipal programs so as to determine their significance and relevance to the Environmental Action Plan.
- The Environmental Action Plan should provide a framework for the revision of Administration and Council Policy.

The report listed the following as the City of Red Deer's top five environmental priorities:

- Water Supply/Watershed
- Air Quality
- Preservation of natural areas
- Solid waste management
- Environmental education

2.1.7 Waskasoo Park –Heritage Ranch Environmental Overview and Guidelines for Development, 1996

Report details the sensitivities of the site and assesses the various development options allowable under County land use By-law for suitability within the site. Defines three management zones (A, B and C) and identifies Zone C (upper lands) as suitable for recreational and tourism development.

2.1.8 Waskasoo Park – Heritage Ranch Review, 1997

This report defines short and long term goals for site and program development:

- **Short Term Goals (1997-1999):** Establish Heritage Ranch Advisory Committee; Implement an ongoing environmental monitoring program; User survey every 5 years; Encourage development and delivery of environmental awareness programs and natural history interpretation; On site visitor information closer to highway; Introduce residents through facility services; Develop trail link to Fort Normandeau; Encourage compatible programs and special events
- **Long-term Goals for year 2000+:** Maintain natural area; Introduce users of the facilities to the natural environment; Encourage equestrian service at Upper Heritage Ranch (user fees); Moratorium on all new developments/uses on the Heritage Ranch site.

2.1.9 City of Red Deer Greater Downtown Action Plan, 2000

This document considers the short and long term future of Red Deer's commercial core, as well as neighbouring residential and light industrial areas. The document gives clear action steps toward future development. Of particular note to this study, the redevelopment planning for the Riverlands area was recommended for the years between 2001 - 2003. The Bower Ponds pedestrian bridge was recommended for development between 2003 - 2005.

2.1.10 Red Deer Community Culture Master Plan, 2001

This Master plan defines culture as: "Culture includes visual arts, performing and literary arts, as well as Heritage, including explorations of our history as a community or as individuals. It relates to the interaction of society with the arts in formal and informal settings." Notable recommendations of this report that were applicable to the Special Gathering Places (note: this report was in the process of being updated during this study):

- That the City designate the Riverlands area as a cultural development hub and that the area be retained for the purpose of integrated indoor and outdoor culture facility development in line with the Greater Downtown Action Plan.
- Proceed with the development of the 48th street Promenade, including the link to Bower ponds, as outlined in the Greater Downtown Action Plan.

- That the Parks and open spaces Policy be reviewed and guidelines added to promote culture opportunities in the design and operation of existing and future parks and open space resources.

2.1.11 City of Red Deer Strategic Plan 2002-2005, 2002

The Strategic Plan focuses on community and economic development as primary goal areas for the city and defines numerous recommendations applicable to this study including:

- Community and Leisure Activities – to ensure opportunities are available for all citizens to participate in and enjoy community and leisure activities in Red Deer.
- Environment – To ensure that the development and sustainability of an attractive clean healthy and ecologically sound natural and built environment, while providing a climate for community economic growth
- Social Responsibility – facilitate planning development and delivery of social programs that support individuals, families and a healthy community.
- Community and Land use Planning – To ensure that land use policies, development guidelines and procedures support sustainability and a vision focused on quality of life.

2.1.12 City of Red Deer Riverlands Community Plan, 2003

The following recommendations were applicable to the investigation of the four Special Gathering Places.

- Development Concepts: a major park will be developed at the river's edge; designated to be sensitive to the natural environment at the river. Attractive bridge to be constructed to connect to Bower Ponds.
- Parks and Open Space: develop a parks and open space system providing for a major new riverside park, upgraded riverside trails and landscaped and treed boulevards and sidewalks throughout the area, the open space system will provide for a variety of passive and active recreational experiences.
- A Major Riverside Park: Designated to be sensitive to the natural environment at the river while serving as a multi-functional gathering place for all kinds of civic events, celebrations and cultural activities. Incorporate the principles of 'nature-scaping' into any improvements made to the river escarpment and into the design of the riverside park and pathway system.
- Designing of the Riverside Park: Policy #11 – Determine the design of the major park area details.
- River's Edge Open Space: Open space at the river's edge zoned A2 Environmental Preservation District. Public service district zoning to provide for the development of the park. P1 Parks and recreation zoning for buffer areas

2.1.13 City of Red Deer Community Services Action Plans: 2003 to 2006 with a vision for the Future... Places, 2003

The Community Services Action Plan includes many specific action items related to Waskasoo Park development and operations. A few of the key recommendations include:

- Expand and preserve Waskasoo Park according to city growth to connect, enhance and complete neighbourhoods, including downtown, by acquiring escarpment and natural amenity areas through reserve dedication and land purchase.
- Use the Ecospace Management Area Maps as a guide for determining the most valuable natural areas and their appropriate uses.
- Continue to support the River Valley Concept Plan, which provides for a continuous open space corridor along the Red Deer, Blindman Rivers and the Waskasoo and Piper Creeks and work cooperatively with the adjacent Counties of Red Deer and Lacombe to ensure that plan is updated and implemented on an ongoing basis.
- Support and promote the concept of regional trails.
- **Heritage Ranch:** Maintain the upper ranch for high impact recreation use and the lower ranch as an important low impact natural area. Undertake a Heritage Ranch needs assessment and implement the recommendations from the resulting study.
- **Bower Ponds:** Retain as an all season recreation and special events area. Undertake a needs assessment and renew focus for Bower Ponds. Consider stage development and suitability for other events/programming. Play a facilitative role in supporting the Red Deer Cultural Heritage Society in operating Cronquist house at Bower Ponds. Consider the opportunity to include this Cronquist House in the Bower Ponds needs Assessment process and renegotiate the 1979 operating agreement, with the Society.
- **Three Mile Bend:** retain as a natural park and valuable wildlife area with limited facility development. Recognize area for diverse recreation activities. Actively promote as an "off-leash but under control" area.
- **River Bend Golf and Recreation Course:** Retain as a multi-use recreation area that includes the golf course, Discovery Canyon, ski and hiking trails. Endeavour to acquire the balance of private land immediately west of the River Bend Golf Course and Recreation Area. Explore the opportunity to expand the golf course to 27 holes. Explore opportunities to link this area to McKenzie Recreation area through the trails system.

2.2 Trends & Best Practices

The term 'best practice' refers to highly recommended and endorsed procedures considered to be a good example of the processes, practices, and systems that perform exceptionally well and are widely recognized as improving an organization's performance and efficiency in specific areas. In other words, the term 'best practice' generally refers to the best possible way of doing something.

In an effort to create a framework by which to evaluate the current level of development, operations and programming within the Special Gathering Places, an evaluation of trends and best practices was completed during the study. Given the number of shifts and emerging trends today, definitive best practices are lacking in parks and open space management. Instead, a number of suggested best practices for coping with the new realities of park management have been identified and offered within the context of Waskasoo Park.

The information presented in the Trends & Best Practices report provided in Appendix A is the result of a two phase approach including: 1) survey of how similar Canadian cities plan for and manage successful parks, and 2) using the concepts and information gathered in phase one, an international web-based exploration of suggested best practices was completed.

Park planners and programmers from ten municipalities and related organizations were contacted to participate in the survey. The survey consisted of the following six questions related to parks development and programming trends:

1. Think of a successful park in your city. In your opinion what makes it successful and why? What is the name of the park?
2. There are a number of financial management models being used for parks. Please tell us what model is used in your area and why (advantages and disadvantages).
3. There are many trends influencing park development (and programming). What do you think are the three most important trends to be aware of and why?
4. How do you see the types of programs and special events offered in parks changing in the next 5 to 10 years?
5. Is programming for parks becoming more of a requirement for them to be utilized in a vital and positive way?
6. Considering all of your citywide parks, what are some examples of exciting new elements, programs and special events that are in place or being planned?

The range of information gathered from the survey is reflective of the many different approaches park planners are using to manage the various and changing issues

impacting their parks. All of the information gathered during the survey process is presented in the report (Appendix A), with particular emphasis on innovative practices and concepts.

2.3 Biophysical Overview

Waskasoo Park is situated along the Red Deer River within the defined boundaries of the City of Red Deer. The majority of the park is contained within the Red Deer River Valley, but several tributary ravines and some adjacent upland areas are also included. Waskasoo Park, as a whole, in fact comprises numerous site-specific parks throughout the Red Deer River Valley, all with differing levels of development and different intended land uses. Consequently, the four Special Gathering Places detailed within this report differ widely in character. Urban park development is, however, not the only land use present in the valley. In many areas, particularly in the downtown core, commercial, industrial and residential development also occupies much of the valley. As a result of this, some areas of Waskasoo Park are quite narrow and the majority of the total area of the park occurs towards the periphery of the City. What follows is a general overview of biological and physical features for the Waskasoo Park system. For more specifics in regards to the biophysical nature of each of the four parks refer to sections 3.2, 4.2, 5.2, and 6.2.

2.3.1 Surface Geology, Soils, and Hydrology

The Red Deer River Valley is characterized by relatively steep slopes along the valley walls, a result of rapid down cutting by the Red Deer River over geologic time. Along much of its length within the City, the river meanders repeatedly and wide floodplains are common. Historic inundation of those floodplains deposited much sand and gravel, creating the current rego black and orthic regosol soils that are widespread within the floodplain. Both the 100-year floodplain limit and soils types were mapped as a component of the original Waskasoo Park Master Plan (1982). The floodplain was more recently mapped as a component of a provincial study of flood prone areas in Alberta's larger cities (WER Engineering Ltd. 1991). That study designated a floodway and a flood fringe area. Both areas would be inundated in a 100 year flood. The distinction relates to potential damage caused by flooding as a function of floodwater velocity. Together the two areas comprise the 1:100 year flood risk area. Groundwater, throughout most of Waskasoo Park, consists of a major surface aquifer formed by the extensive alluvial deposits that are common along the valley floor (Red Deer Regional Planning Commission 1982).

2.3.2 Vegetation

Red Deer is located in the Central Parkland Sub-region of the Parkland Natural Region (Achuff 1994). A mosaic of grassland and forest typifies that sub-region, with valleys and ravines typically being forested. Two forest types typically predominate within this sub-region, and represent the most common native vegetation communities within Waskasoo Park. Trembling aspen (*Populus tremuloides*) is characteristic over much of the area, and balsam poplar (*P. balsamifera*) is common on poorly drained sites. Both forest types

usually have a well-developed and diverse shrub understory, which is typically dominated by species such as snowberry (*Symphoricarpos albus*), Saskatoon (*Amelanchier alnifolia*), beaked hazel (*Corylus cornuta*), chokecherry (*Prunus virginiana*), red-osier dogwood (*Cornus stolonifera*), and willow (*Salix spp.*). The steep valley walls of the Red Deer River Valley and tributary ravines do, however, result in variable slope aspects which can lead to variations in microclimate and soil moisture. Those variations influence the vegetation community and, as a result, several areas within the valley are occupied by white spruce (*Picea glauca*), particularly the steep north, east, and west facing escarpments. Some areas within the bottomlands, the flat terrain on the valley floor, display vegetation communities dominated by flood tolerant species. Many of these areas are, however, experiencing much regeneration of species more typical of upland areas. Riparian zones occupy several areas along the Red Deer River, although the size of these areas has been reduced by development in some locations. Natural areas in Waskasoo Park occupy a total of 716 ha (72 percent of total park area), of which 475 ha (47 percent) are defined as natural tree areas and 179 ha (18 percent) as grasslands (Environmental Advisory Board 1995). Typical of urban parks, some areas of Waskasoo Park are also landscaped and, therefore, dominated by exotic species of grasses, flowers, shrubs, and trees.

2.3.3 Wildlife

The diversity of habitats available within Waskasoo Park appears to support a wide variety of wildlife species. More specifically, the abundance of native vegetation communities within the park system compared to the surrounding areas of urban and agricultural development is especially attractive to wildlife. A study of the Gaetz Lakes Sanctuary identified 128 species of birds and 24 species of mammals. Based on species provincial distributions, the potential for many more species exists, including 6 amphibian species and 3 species of reptile. The inventory conducted for the original Master Plan (1982) identified 14 species of fish in the Red Deer River within Waskasoo Park. Many of the other water bodies within the park system also contain fish, though many of the populations are the result of stocking.

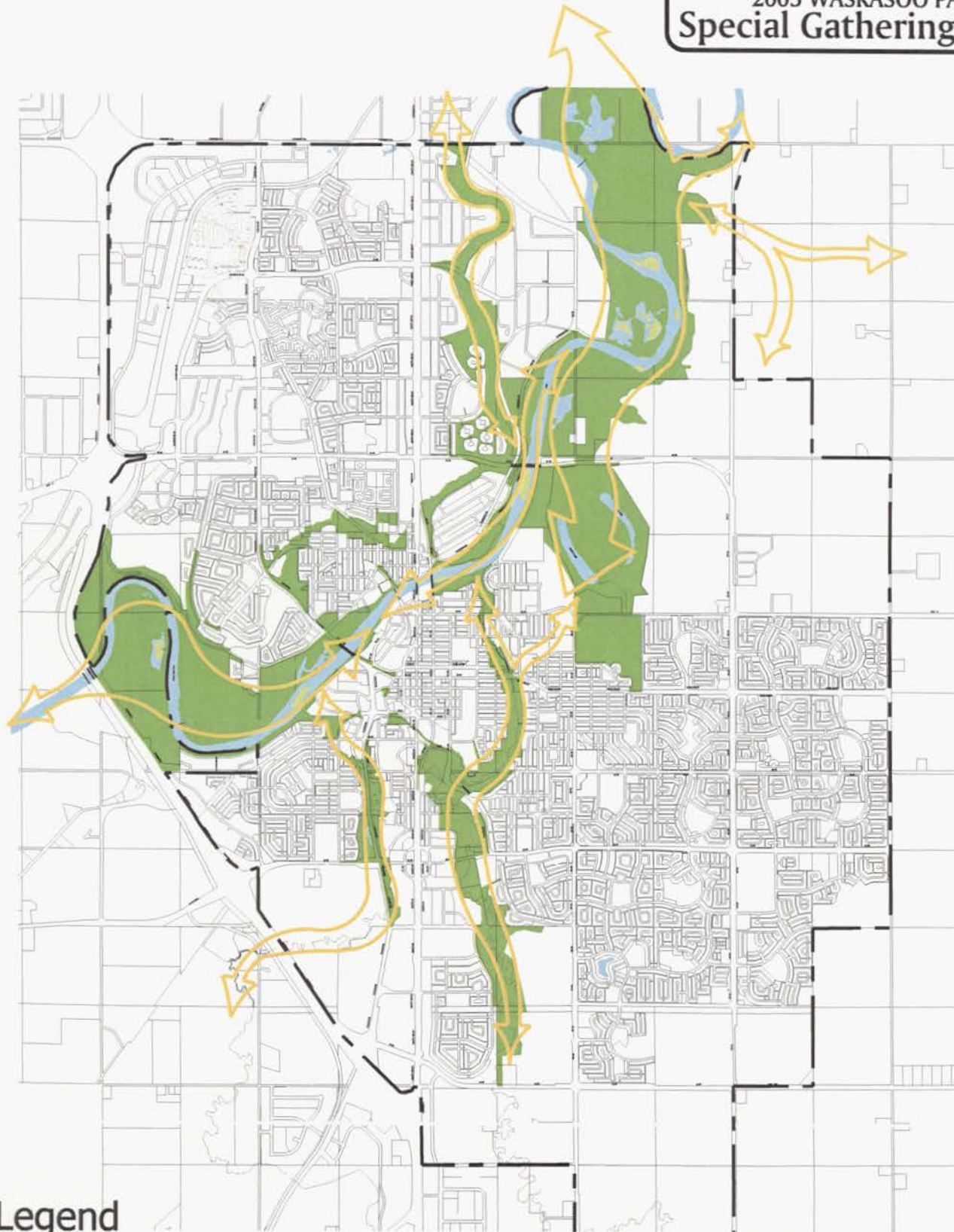
Riparian communities, such as the treed areas bordering the river throughout Waskasoo Park, support high levels of natural biodiversity, especially when these communities occur in prairie environments (Cows and Fish 2005). The structural complexity and high plant diversity of riparian areas are two of the main factors that make these areas attractive to wildlife (Cows and Fish 2005).

In addition to providing resident wildlife habitat, the Red Deer River Valley and tributary ravines within Waskasoo Park function as important corridors for wildlife movement (Figure 2.1). Areas of native vegetation along watercourses, or riparian ecosystems, often function as wildlife movement corridors because they provide a safe buffer zone through which wildlife can move during daily activities, migration, and dispersal (Palone and Todd 1998, Connecticut River Joint Commissions 2000). Although the valley escarpments in Red Deer contain much of the natural vegetation, their steep slope can be restrictive to the

movement of some species. The preservation of forested regions within the flatter bottomlands is, therefore, of central importance for the effective protection of wildlife corridors in Waskasoo Park. At a regional level, the Red Deer River Valley as a whole likely provides a significant corridor for wildlife passage along its general southwest-northeast course within the Red Deer area (Ken Froggat pers. comm.). Many of the large areas of native vegetation within and adjacent to the river valley, including tributary ravines, provide a direct and continuous link connecting habitat within the Red Deer River Valley to rural lands outside of the City's boundaries. White-tailed and mule deer, moose, and coyotes are among the species most likely to use the river valley in this manner, particularly during the cover of darkness (Ken Froggat pers. comm.). Although such large-bodied species may be among the more conspicuous users of wildlife corridors, smaller wildlife such as amphibians, invertebrates, and plants also benefit from the maintenance of corridors. At a smaller scale, many locations within the park where vegetation occurs in a linear orientation or across wide areas of flat terrain provide suitable travel corridors for many species of birds and small mammals.

The issue of wildlife movement corridors is at the forefront of current ecological and conservation-based management. The role of corridors as linking features between suitable habitats has been acknowledged as a key component in the conservation of biodiversity and ecological integrity in an increasingly fragmented landscape. Not only is this an issue of concern to conservation biologists and other scientists, but the presence and maintenance of functional wildlife corridors has become an important consideration for city administration and urban planners during the planning process.

2005 WASKASOO PARK STUDY
Special Gathering Places



Legend



Potential Wildlife Corridors
*arrow width represents potential permeability



City of Red Deer Park Space

City of Red Deer

ISL

March 2005
N.T.S.

Potential
Wildlife Corridors

Figure:

2.1

3.0 Heritage Ranch

3.1 Context

Heritage Ranch is a large 87 hectare (ha) natural area, immediately east of Queen Elizabeth II Highway (QE II), which was acquired and developed through the Urban Parks Program¹. The park includes a variety of natural environments and is divided by a heavily wooded escarpment into an upper and lower area. A bicycle/pedestrian trail links Heritage Ranch with Bower Ponds via a major river bridge and a trail along the southern boundary of the Red Deer Golf & Country Club.

The facilities at Heritage Ranch include a Visitor Centre that houses public washrooms and coffee service/concession, viewing tower, a stable and a tack shed. The Ranch located on the extreme west side of Red Deer, is accessible from QE II via a roadside turn-off (Figure 3.1). The site has picnic facilities, a ball diamond and a children's playground. Heritage Ranch has the only equestrian facilities within the city. The City of Red Deer manages the facility and equestrian programs through a contract operator. Services offered by the equestrian operator include riding lessons, trail rides and hay rides during summer and sleigh rides during winter.

Adjacent to Heritage Ranch, the Alberta Sports Hall of Fame and the Tourism Red Deer Centre share the site and are accessible from QE II.

The lower bottomlands of Heritage Ranch, running along the river, remain in a relatively natural state. There is an established 10 km of equestrian trails. Facilities include a major fishing lake that has been developed from a series of abandoned gravel pits, a picnic shelter, a washroom/warming hut, and a playground. The natural environment in this area makes it a unique habitat for a wide variety of wildlife. The lower pasture area and the lower trails are groomed for cross country skiing and are well used throughout the winter.

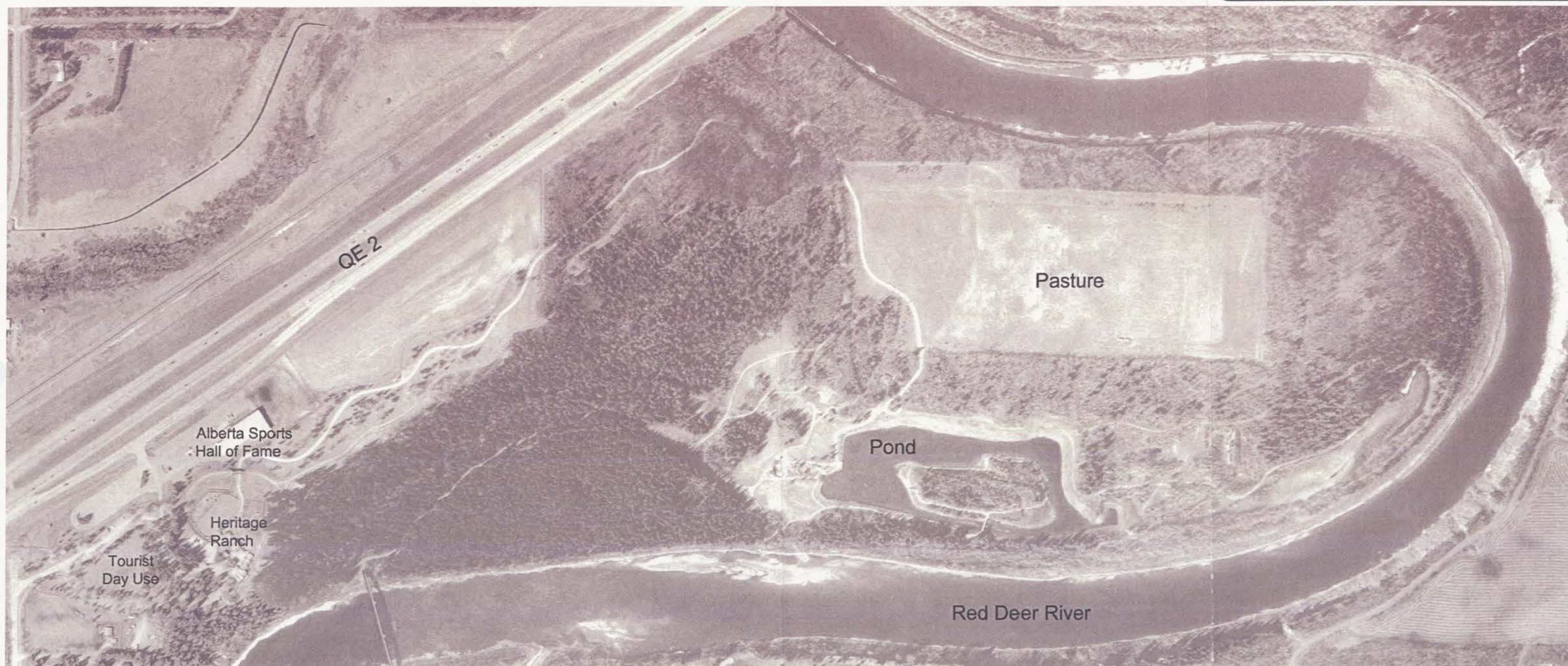
In the Waskasoo Park Master Plan (1982), the following goals were established to create this park: acquire from province, develop part as wildlife habitat area, develop access road from Cronquist Drive and parking area, link trails, develop open sports fields and equestrian centre, develop gravel pits and open areas on lower area with fishing/skating ponds (no boats), group picnicking areas, canoe landing, develop equestrian and bicycling trails. All of these were developed. This park is now 23 years old, the facilities and programs are in need of upgrading.

3.2 Biophysical Overview

In the past Heritage Ranch supported some small scale gravel extraction operations before being acquired by The City of Red Deer just prior to the establishment of Waskasoo Park (Red Deer Regional Planning Commission 1982). Heritage Ranch consists of a partially-forested valley bottom, a steep section of the valley escarpment, and a

¹ General Descriptions have been adapted from the City of Red Deer Ten-Year Capital Planning and Infrastructure Maintenance Plan (Sept. 2004)

2005 WASKASOO PARK STUDY
Special Gathering Places



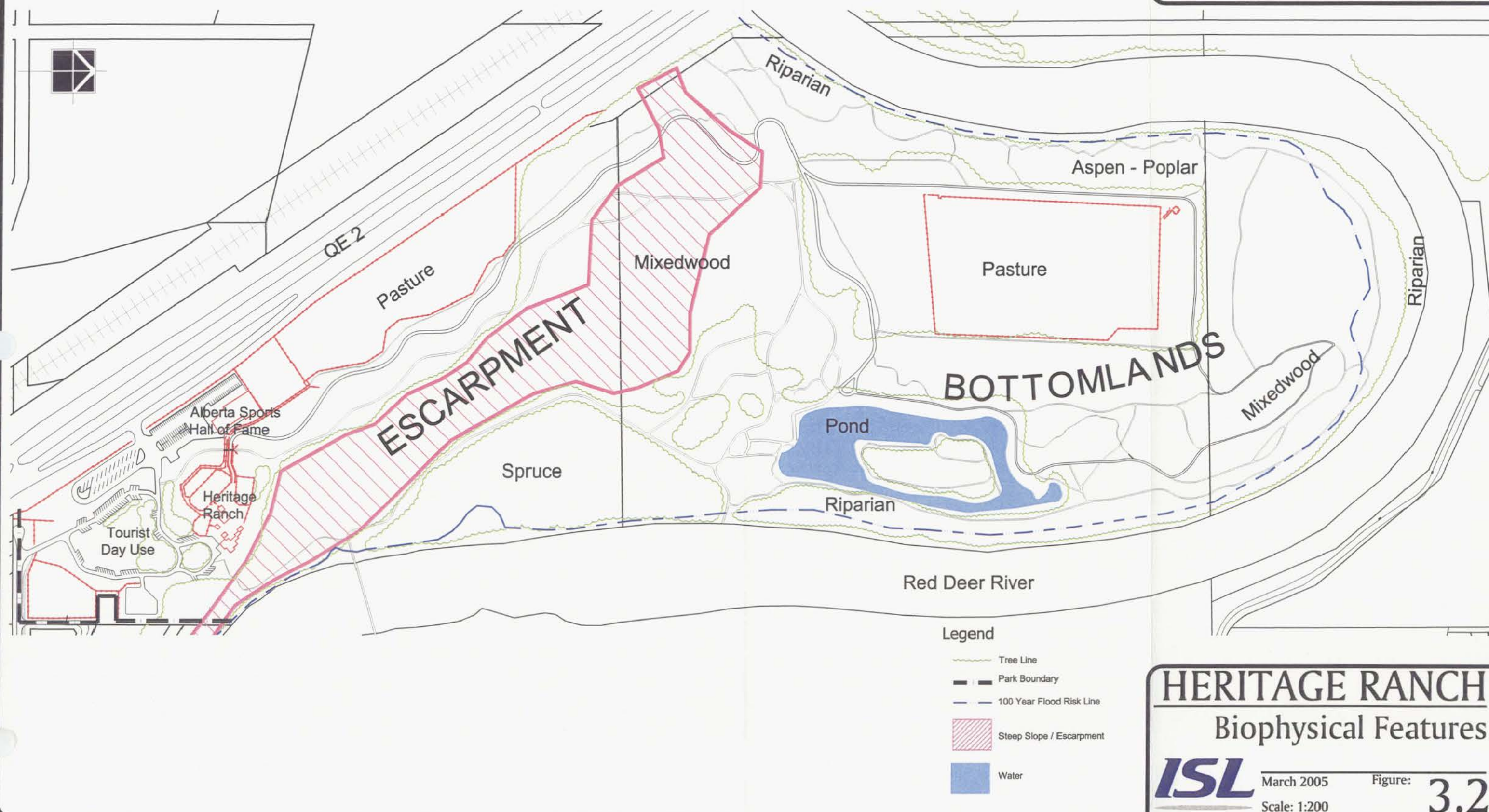
HERITAGE RANCH
Existing Conditions

ISL

March 2005
Scale: 1:200

Figure: **3.1**

2005 WASKASOO PARK STUDY Special Gathering Places



relatively flat area above the top-of-bank (Figure 3.2). These three areas fundamentally match three management zones into which the park was divided for development purposes (AGRA 1996). The area above the top-of-bank includes the majority of the infrastructure related to the equestrian activities, and consequently represents the most heavily developed area of Heritage Ranch. The valley escarpment remains, for the most part, undeveloped, although a few trails are present and some degradation has occurred as a result of mountain biking (Red Deer River Naturalists (RDRN) *pers. comm.*). The valley bottomlands include a large cleared field used as pasture, an old gravel pit reclaimed as a fishing pond, a picnic and playground area, and several trails that wind through the surrounding forested areas.

3.2.1 Vegetation

The vegetation of Heritage Ranch is closely linked with the topography. As a result of the extensive disturbance to the area above the top-of-bank, pasture grasses and manicured lawns dominate the area (AGRA 1996). The relatively steep valley escarpment remains largely in a natural state and supports a mature, predominantly white spruce stand. The canopy of this forest is largely closed, resulting in reduced light penetration to ground level. Low light levels have resulted in a restricted understory, but increased moisture levels have lead to an associated complex community of mosses (Red Deer Regional Planning Commission 1982). Along the base of the escarpment the vegetation becomes more typical of a mixedwood community, with white spruce, aspen, and balsam poplar all occurring in abundance. Although the bottomlands have experienced some degree of development, about two thirds remains naturally vegetated in the form of a mixedwood community. Of particular value to wildlife and ecological processes as a whole (e.g., provision of slope stability, water filtration, creation of fish habitat in the form of cover) is the presence of a band of mature riparian vegetation (a transitional, flood-tolerant vegetation zone bordering the edge of waterbodies) immediately adjacent to the Red Deer River.

3.2.2 Wildlife

The diversity of habitats present within Heritage Ranch suggests that this area supports a wide variety and abundance of wildlife. AGRA Earth and Environmental (1996) reported that 149 wildlife species, including 42 mammals, 101 birds, and 6 herptiles could occur in Heritage Ranch. Based on provincial species distributions the potential for many additional species exists. Among mammals, numerous species are expected to commonly occur. Those species include: red squirrel, least chipmunk, deer mouse, masked shrew, red-backed voles, coyote, and moose (AGRA 1996). Deer and porcupine are reported to be abundant (RDRN *pers. comm.*). The more common bird species would include mixedwood forest species (e.g., yellow-bellied sapsucker, northern flicker), deciduous forest species (e.g., least flycatcher, veery), grassland species (e.g., savannah sparrow, vesper sparrow), and riparian species (e.g., gray catbird, belted kingfisher) (AGRA 1996).

Habitats within Heritage Ranch that are of particular ecological value include the mature white spruce stand and the riparian mixedwood community. The

mature white spruce stand likely offers thermal cover to ungulates and is, therefore, likely to be an important area for deer during the winter. Bird species that are more heavily dependent on coniferous forests, such as the boreal chickadee, red-breasted nuthatch, brown creeper, white-winged crossbill, and both ruby- and golden-crowned kinglets are likely to occur in this area of white spruce (Fisher and Acorn 1998). Riparian communities, such as the treed area bordering the river throughout this park, likely support high levels of natural biodiversity.

Heritage Ranch is likely a significant component of the wildlife travel corridor available in the City of Red Deer Red Deer River Valley (Ken Froggat *pers. comm.*). Its location at one end of Waskasoo Park, and at the periphery of the City, likely provides a valuable link connecting habitat within the Red Deer River Valley to more remote areas of wildlife habitat outside of the City's boundaries. The intact border of riparian habitat along the Red Deer River in particular is expected to function as a key travel corridor.

3.2.3 Sensitivities

Heritage Ranch includes Red Deer River Valley bottomlands, a section of the valley escarpment and a smaller area of uplands between the valley and Highway 2. The bottomlands immediately adjacent to the river are situated in the 100-year flood risk area (WER Engineering Ltd. 1991). Additionally, the soils throughout much of the bottomlands are either rego black or orthic regosols and have moderate to severe limitations for construction, and slight to moderate limitations for other uses (Red Deer Regional Planning Commission 1982). The steep escarpment within Heritage Ranch presents two different limitations. The steep slope is unsuitable for most forms of infrastructure development, and even trail development on the escarpment would present the challenge of erosion control. The mature white spruce stand that occupies much of the escarpment is a relatively unusual natural feature within the Central Parkland Subregion of Alberta and, by virtue of a limited number of major ravines, is highly valued for its role as wildlife habitat. Wildlife and soil characteristics were also both identified as sensitivities in AGRA Earth and Environmental's (1996) environmental overview of Heritage Ranch. Further facility development in the area of white spruce should be avoided. Even subtle development, such as trail maintenance and upgrading, could lead to increased erosion. Informal mountain biking trails within the escarpment have been anecdotally identified as contributing to increased erosion (RDRN *pers. comm.*) It is possible, however, that carefully executed upgrading could in fact be used to mitigate existing erosion problems.

3.3 Opportunities & Constraints

The diversity of habitats and expected abundance of wildlife within Heritage Ranch provides an opportunity to develop a comprehensive system of interpretive signs along the existing trail system. The regenerating area in the bottomlands would be particularly well suited to a natural succession-themed interpretive display. Other non-invasive activities, such as bird watching and hiking, could be further encouraged in most areas of the park. Much of the infrastructure needed for orienteering already

exists at Heritage Ranch, however, it is understood that the orienteering club is currently inactive (RDRN pers. comm.). Orienteering programs could again be promoted. The off-trail nature of some orienteering programs does, however, present the potential to adversely impact some aspects of the environment. To minimize the potential for impacts, it is recommended that proposed orienteering activities be concentrated in the bottomlands or along existing trails within the escarpment. The extensively developed area of Heritage Ranch above the valley escarpment is the most suitable location for further development, an opinion that was also stated by AGRA Earth and Environmental (1996), although any additional clearing of native vegetation in that area should be avoided.

A number of opportunities were identified by the Heritage Ranch operators;

- Providing private horse boarding would generate more year round revenue.
- Increasing marketing programs, special events and services
- The area around the upper perimeter road is under utilized and could be developed into 20-30 RV camping stalls.
- The existing ball diamond is under utilized and could be developed into miniature golf course.
- In order to provide more experiences for year round activity on the site, a skating rink could be added.
- The natural features are unique in this park. An environmental interpretive center could be developed to aid the public in appreciating the beauty. This could also be developed with the aboriginal communities.
- There have been requests to have weddings or banquets at Heritage Ranch - possible upgrading of facilities to accommodate 300 people, plus providing adequate kitchen areas and larger shelter units.
- To encourage active lifestyle in Red Deer, more connections could be provided; to Maskepetoon Park, to West Lake, to Red Deer College, to Fort Normandeau. Bicycle rentals at Heritage Ranch could allow visitors to explore the surrounding trails.
- Special events that would be compatible with current programs include; a country Thanksgiving, cabana sucre, hayrides at Christmas to West Lake with hot chocolate, and remote control boat races

A number of constraints dealing with the equestrian service, and the park in general, were indicated by the Heritage Ranch operators:

- Not enough pasture land to support the current service,
- Trail width and clearing is compromising safety,
- Limited possibility to provide year round programming due to lack of indoor facility,
- Limited amount of workshop and storage space,
- Staffing resources are limited, animals need 24/7 care,
- Picnic sites that are dispersed throughout the site are under utilized,
- Water quality is poor,
- No Transit service to the Park,
- Not easily accessible from the Alberta Sports Hall of Fame,

- Inadequately promoted. Public is not aware of services, features and programs provided at Park site,
- Buildings look old and dated.

3.4 Preliminary Development Ideas

Through the early public consultation activities (Co-Design Workshop & Discovery Tour) there were several development ideas which were proposed and evaluated. Ultimately, through either community comments or Committee discussion these ideas were not selected to be included in this development plan. These preliminary development ideas are described below:

- **Camping:** The idea of a campground to provide enhanced services for highway travelers was proposed for the day use area of the Heritage Ranch site. A short-term stay, unserviced, 20-30 stall concept plan was developed which fit well on the existing loop road. Issues related to operations, security, and impacts on adjacent residents were the key factors in this idea being left out of the development plan.



- **Heritage Retreat Centre:** The Heritage Retreat Centre idea was developed in response to an opportunity identified by the contract operators to enhance the overall business operations of Heritage Ranch by developing a facility for large groups of 200-300 people. The target would be weddings and other large group functions focused around the Heritage theme (eg. Western theme weddings). The idea was expanded to providing a stand alone retreat centre for bookings by small companies up to large corporations. The business case analysis identified potential benefits to the overall business operations and the Committee discussed the potential for partnership or joint venture with private operators (eg. An existing Hotel). However, it was not clear that there was a significant need for this type of facility within the City of Red Deer.

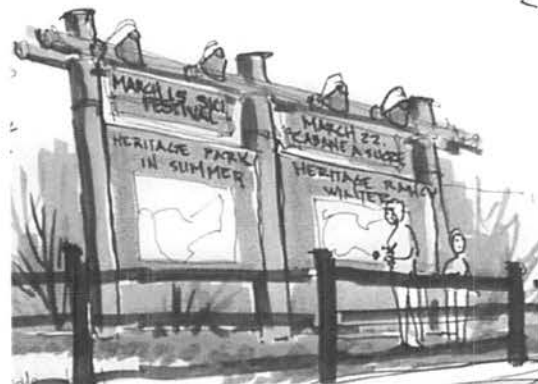


3.5 Development Concept

Throughout the study, the sustainability of the Heritage Ranch operation in its current form has been a key topic of conversation among members, the stakeholders and the public. Early on it was agreed that the trail rides should be discontinued due to high

costs and low revenues. Ultimately, after much consideration of the historically poor levels of use of the site and programs, the consensus of the Committee was that the entire equestrian program at Heritage Ranch should be phased out over time. In its place, a new centre has been proposed to provide a 'Gateway' to the natural environment and recreational features of Waskasoo Park. The recommended development concepts for Heritage Ranch are described below and illustrated on Figure 3.3 and Figure 3.4:

- **Access & Awareness:** A new marketing and signage program should be developed to increase awareness of the site and programs along the highway and within the entire QE II corridor. Controlled access between the city and highway will be maintained to allow tourist access to the city. The access must not allow vehicle movement from the city to the highway. Transit service will be proposed into the site.

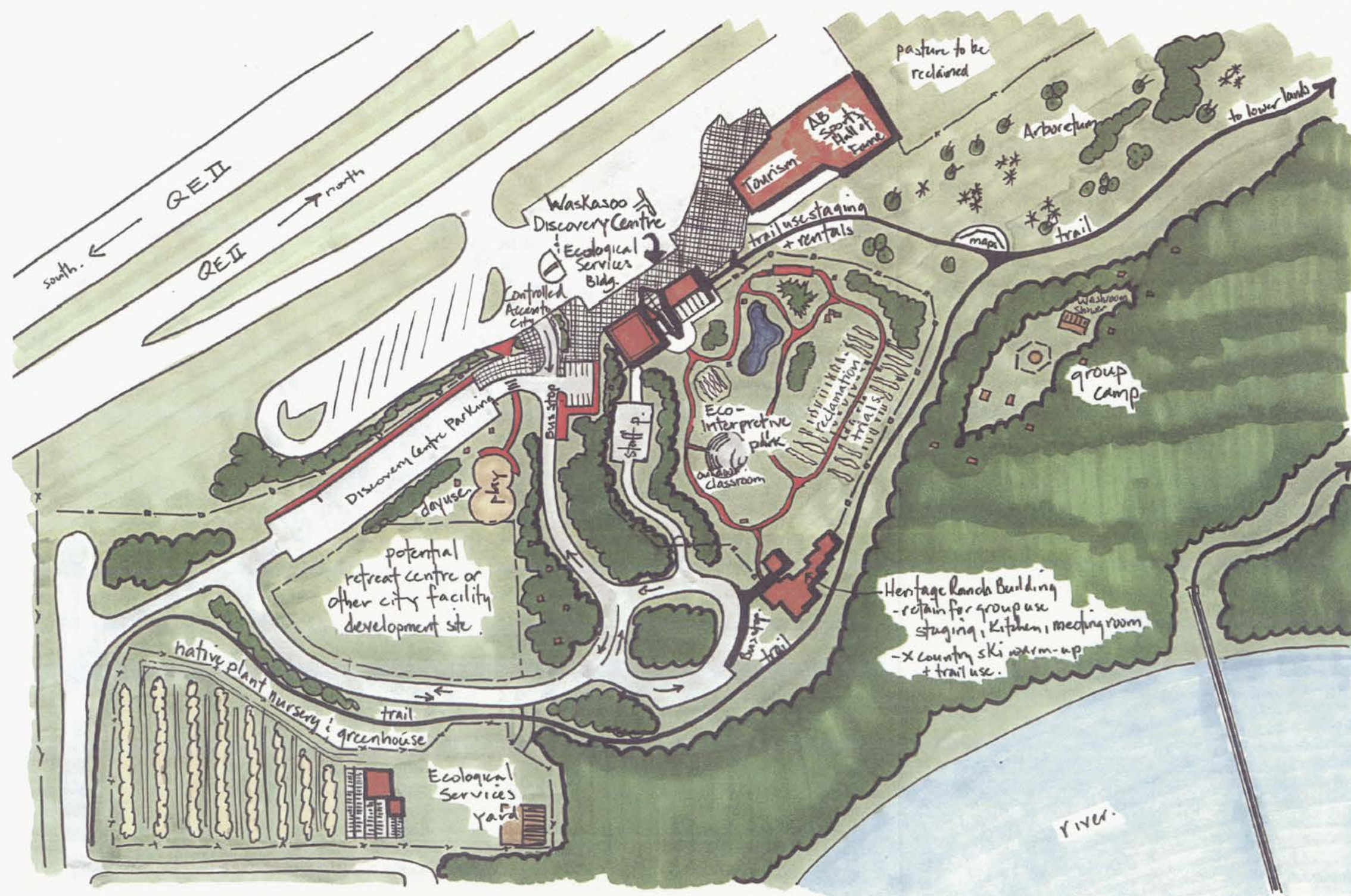


- **Waskasoo Discovery Centre:** A new building with direct highway frontage and access will be developed with a focus on creating a 'gateway' to the Waskasoo Park system. The building will include a static and high tech interpretive gallery. An outdoor ecological interpretive garden will be developed to tell the story of Waskasoo Park and its many unique environments. The Centre will also provide cross programming with the Kerry Wood Nature Centre. An information and rental desk will allow visitors and residents to learn about Waskasoo Park and rent bikes, inline skates and cross country skis for access to the trails.



- **Ecological Services Facilities:** The City of Red Deer Ecological Services Section, of the Recreation Parks & Culture Department, offices and operational facilities will be developed as a key element of the Heritage Ranch site. Offices for Ecological Services staff will be developed within the Waskasoo Discovery Centre building, as

2005 WASKASOO PARK STUDY Special Gathering Places



2005 WASKASOO PARK STUDY
Special Gathering Places



HERITAGE RANCH
Development Concept
Lower Lands

ISL

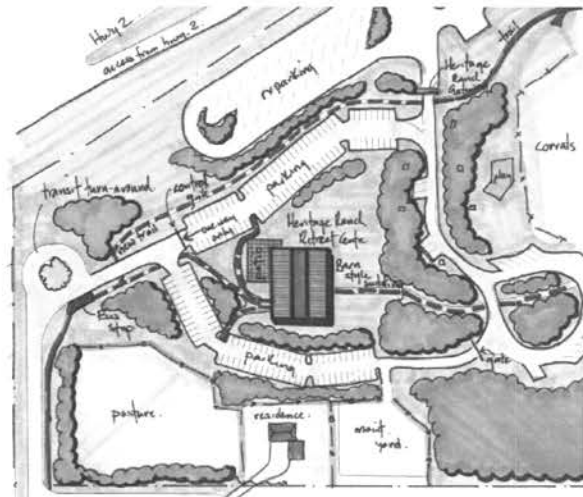
September 2005 Figure:

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3.4

well as programming space, meeting rooms, laboratory, laundry room, and storage. Other on-site facilities could include an operations yard, equipment storage, native plant nursery and greenhouses.

- **Heritage Ranch Building and Programs:** The existing Heritage Ranch Building will be maintained and utilized as a group rental and program support facility. In the next few years equestrian programs will be phased out, starting with the trail riding in 2006 and the wagon/sleigh rides by 2008. The existing building will be maintained and utilized as a staging area, kitchen and classroom for group camps for school and community groups. A group camping area with shelter and tent sites will be developed in the forest to the north of the existing building. The building will also be open to provide washroom, changing and warm-up facilities for cross country skiing support. The building and kitchen could continue be used as a meeting facility for groups up to 30.
- **Day Use Area:** The existing day use area including the picnic sites and open field/ball diamond should be retained and should be enhanced with a playground to provide a short term stopping area for highway travelers. The day use area site should be retained as a potential development site for the Retreat Centre (See Section 3.4) or an alternative City facility in the future.
- **Lower Lands:** As the equestrian programs are phased out the lower pasture lands can be reclaimed as native parkland forest and interpretive/training programs could be developed. Some of the equestrian trails should be converted to nature interpretive trails. The lower lands will also continue to include extensive cross country ski trails and the major Waskasoo Park paved trails could be extended to provide a starting point for a future connection to Fort Normandeau and to Maskepetoon Natural Area. Orienteering can still be promoted as an active group use. A 'walk-in' group camp site should also be developed.



3.6 Capital Costs

The estimated capital costs for the proposed development concepts for Heritage Ranch total \$6,860,000 as defined in the table below:

Item	Description	Notes	Total
1.0	Directional/Information Signage	New Signage on highway and within site (\$20,000).	\$ 20,000.00
2.0	Heritage Ranch Building	Undefined upgrades/maintenance/repairs of ex. building (Allowance \$75,000) Utility Servicing connection to via new Discovery Centre Servicing (\$75,000).	\$ 150,000.00
3.0	Waskasoo Discovery Centre	New Building of 6000 sq. ft. at \$250/sq.ft. Includes ecological Services Department offices, lab, storage etc (4000 sq. ft) Utility Servicing for building (\$400,000)	\$ 1,900,000.00
4.0	Waskasoo Discovery Centre Eco-Garden	Outdoor Ecological Interpretive Garden includes native plantings, displays, interpretive signage, water feature, landscaping, paths, furnishings, outdoor classroom.	\$ 230,000.00
5.0	Roads & Parking	Widen access roads within park, additional parking for Discovery Centre & Staff, Bus stop - includes clearing, grading, paving, signage	\$ 125,000.00
6.0	General Landscape/Site Improvements	Additional tree planting, amenities, repairs - allowance	\$ 50,000.00
7.0	Group Camp Site - Upper	Includes 10 tents on concrete pads (\$2100 ea), fire pit with benches (\$4000), Cook house/shelter (\$25000) vault toilet (\$15,000), power & light (\$8000)	\$ 73,000.00
8.0	Reclamation of Pasture - Lower Lands	Removal of fences, design & planting of reclamation forest (5000 sq.m) and meadow species (15000 sq.m), interpretive paths and signage	\$ 65,000.00
9.0	Asphalt Trails	Conversion of horse trails to 3.0 m wide asphalt trails - Includes subgrade prep, gravel base & asphalt - (approx. 1600 m)	\$ 160,000.00
10.0	Interpretive Trails	Conversion of horse trails to interpretive trails - Includes subgrade prep, gravel/wood chip surface and signage - (approx. 3500 m)	\$ 175,000.00
11.0	Group Camp Site - Lower Lands	Includes 10 tents on concrete pads (\$2100 ea), fire pit with benches (\$4000), vault toilet (\$15,000)	\$ 40,000.00
12.0	Bridge to Maskepetoon	120m long, 5m wide, basic design pedestrian Bridge	\$ 2,500,000.00
13.0	Trail Link Fort Normandeau	A master plan is required for this development to be considered	\$ -
Subtotal			\$ 5,488,000.00
25% Contingency & Fees			\$ 1,372,000.00
Heritage Ranch Total			\$ 6,860,000.00

3.7 Recommended Business Case

The Business Case for Heritage Ranch is based on information collected from the current contract operators, staff and anecdotal information gained through focus groups, public meetings and interviews.

In preparing the business case, the following business case scenarios were evaluated:

- Status quo (Keep the site as is with no changes)
- City operated site
- Phase out trail ride program
- Create a new Waskasoo Discovery Centre in the existing facility

- Create new Discovery Centre (interpretive centre) including Ecological Services offices as a stand alone facility
- Build a new Waskasoo Retreat Centre (leaving the Heritage Ranch building as is)
- Build both new centres
- Close all facilities and convert site into a park.

From the review of all scenarios, and considering input from the committee it has been recommended that the redevelopment of Heritage Ranch would include the phasing out of all equestrian programs and the development of the Waskasoo Discovery Centre as a new focal point for tourism, recreation and environmental stewardship. As described below, this new focus for the site is not necessarily supported from a business case perspective.

This new development concept will enhance existing infrastructure and create sustainable revenue sources by building new infrastructure and expanding programming to include:

- group interpretive programming (Kerry Wood/Waskasoo Park Programming)
- group day camping
- consider City staff for education and interpretive program as a part of the Waskasoo Park system
- build the Waskasoo Park Discovery Centre as a portal/entrance to west Waskasoo Park
- build the Ecological Services offices and facilities as a major component of the Discovery Centre Building
- reclaim current pasture areas
- convert some horse trails to nature interpretive trails

Interim Operation

In order to allow for a smooth transition, the business case recommends the continuation of some of the existing services and programs. The existing facility services would allow the continuation of access to trails and other park features through bike and ski rentals. With the assumption that the existing facilities would stay in the short term (2008), the predicted potential revenue generation is based on the following usage projections for total revenue of **\$121,862**. (See table next page).

- **Pony Rides, Hay Rides and Sleigh Rides:** Pony rides, hay rides and sleigh rides will remain in place as the ponies and draft horses require less attention and their numbers are fewer than the trail horses. It is expected that in 2006, these events will continue to create an income of \$35,000 until eliminated in 2008.
- **Group Day Camps:** As part of the transition to new operations, large group day camping such as Scouts or business retreat camps would be promoted as an additional business opportunity. Total net revenue is estimated at \$5,940. This figure is based on the following: two day camps of 30 individuals per week for the summer months of June, July, and August, with a charge of \$15/person and a 45% expenditure ($24 \times (30 \times \$15.00) = (\$10,800) \times 55\% = \$5,940$ net revenue.

- **Existing Facility Rentals:** Revenue from existing facility (50 person capacity) is calculated utilizing figures from the financial statements supplied by the management at Heritage Ranch, the gross revenue for catering, ice cream, cooler items and the gift shop is currently \$76,922.
- **Bike and Ski Rentals:** It is projected that the income generated from bike and ski rentals will be approximately \$4,000.

Interim Operation - Projected Gross Revenue	
Equestrian (pony, hay and sleigh rides)	\$35,000
Day Group Camps	\$5,940
Existing Facility	\$76,922
Bike and Ski Rentals	\$4,000
Total:	\$121,862

New Discovery Centre & Existing Operation (Less Equestrian)

The concept of a 'Gateway' to the Waskasoo Park System would be developed through the creation of a Waskasoo Discovery Centre. This centre would provide opportunities and programs for interpretative education and recreational use of the site and park system. Building and servicing the new Discovery Centre would cost \$1.9 million with the capital costs and future operating budgets (parks/tourism) offset by having the Ecological Services as the primary tenant.

The existing Heritage Ranch building would be upgraded as required over time to support the group use of the site as well as similar types of rental operations as it does today. Revenue & expense assumptions are detailed below:

New Discovery Centre & Existing Operations	
- Projected Revenue	
Staff Office Rental - 4,000 s.f.	\$ 40,000
Interpretive/Education Tours (Net)	\$15,600
Day Group Camps	\$11,940
Existing Facility	\$100,000
Bike and Ski Rentals	\$8,000
Total:	\$175,540

The **expenditures** for Heritage Ranch are calculated based on the following:

- The sum of the current 2004 expenditures for the operator
- Minus the expense for the trail horses
- Plus the City's expenditure
- Plus \$65,520 for front desk/information staff
- Plus \$36,000 for operating costs in the new building

Existing costs incurred by the City to maintain the grounds are outlined in the following table:

	Trail Maintenance Annually	Turf Maintenance Annually	Total Annually
Staff	\$24,108	\$5,000	\$29,108
Fleet	\$7,000	\$4,000	\$11,000
Cont Serv/ Materials	\$7,200		\$7,200
Total Heritage Ranch	\$38,308	\$9,000	\$47,308

Estimates of operating costs in comparison to the existing operation are detailed in the chart below:

	Status Quo	Interim Operation	New Discovery Centre
Revenue	\$141,800	\$129,862	\$175,540
Expense	\$161,985	\$179,067	\$280,587
Surplus/Deficit	(\$ 20,185)	(\$ 49,205)	(\$ 105,047)
Operator Income	\$ 34,444	\$ 38,200	\$ 38,200
Cost to City – Operations	\$ 54,628	\$ 87,405	\$ 143,247
Cost to City – Maintenance	\$47,308	\$47,308	\$47,308
Cost to City – Total	\$101,936	\$134,713	\$190,555

3.8 Development Summary

Heritage Ranch is a vital natural area and a significant aspect of the Waskasoo Park system that must be protected and preserved for the future. Existing low impact uses such as walking, cross country skiing and orienteering will be maintained. As a gateway to Waskasoo Park, Heritage Ranch and the new Waskasoo Discovery Centre will provide interpretive and recreational opportunities for residents and visitors and provide potential cross programming opportunities with the Kerry Wood Nature Centre. Since the Heritage Ranch property is within the County of Red Deer, all detailed development plans will need to be prepared in consultation with the County.

It has been agreed that the equestrian operation is not viable and should be discontinued over-time. With a focus on education and interpretation, the park will become a distinct and unique Special Gathering Place within the Waskasoo Park system. As illustrated, costs to The City (i.e. subsidy to Heritage Ranch) would increase with this program. However, there are tremendous potential benefits gained by increased use and marketing of the Waskasoo Park system, as well as introduction of new and unique program opportunities to the community. The inclusion of the Ecological Services as primary tenant in the Discovery Centre will raise the profile of the important work of this group with the added benefit of providing site management and security.

The change in the focus of the park from equestrian to the 'Gateway' to Waskasoo Park, and the plans to reclaim parts of the site to natural state provide an important environmental focus and sustainable programs which fits well with The City's strategic and environmental objectives.

4.0 Bower Ponds

4.1 Context

Bower Ponds was developed as part of the Waskasoo Park Master Plan as an urban, active, family oriented, destination park in the centre of Red Deer. Bower Ponds is accessed through Great Chief Park and is well connected through the community via the trail system (Figure 4.1).

The Bower Ponds Pavilion is a year-round service building used by both, Waskasoo Park and Great Chief Park patrons. The Pavilion along the edge of the pond houses a food concession, rental operation, rest area, skate change area and washrooms. The operation of the Pavilion is contracted out to a concessionaire.

The Cronquist House was built circa 1891, and was moved by the Red Deer International Folk Festival Society from West Park to its current site beside Bower Ponds in the late 1970's. This historic building became the property of The City of Red Deer, in exchange for allowing the building to be located on City land. The City has an operating agreement with the Red Deer Cultural Heritage Society since 1990. The agreement outlines expectations for refurbishment, maintenance and insurance along with how the building should be made accessible to the general community.

In the Waskasoo Park Master Plan (1982), the following goals were established for this park: develop boat launch, dock, trails, warm up hut/concession, accessible, year-round staff in facility, acquire portable stage unit, and add lighting. These ideas were developed and now this park is over 20 years, and a re-evaluation of the parks facilities and programs needs to be addressed.

4.2 Biophysical Overview

Along with the adjacent Great Chief Park, Bower Ponds is described as one of the premier recreation areas within Waskasoo Park (City of Red Deer 2005). A constructed, irregularly shaped pond is the main recreation focus of the Bower Ponds area (Figure 4.2). Summer uses of the pond include rental use of canoes, paddle boats as well as fishing. Special events are sometimes held here, and these events often exceed the capacity of the park and its amenities. Public skating is a popular winter use of the pond. This area is also the location of the Cronquist House, a historic Victorian farmhouse, and an outdoor stage that receives use during special events. A paved multi-use trail winds its way through the park. Much of the Bower Ponds area is manicured, although a small stand of trees occupies the area to the north of the pond and a strip of riparian vegetation exists along the Red Deer River. The Bower Ponds area covers a total of 32 ha, much of which is located within the flood risk area (WER Engineering Ltd. 1991).

2005 WASKASOO PARK STUDY
Special Gathering Places



Bower Ponds
Existing Conditions

ISL

March 2005
Scale: 1:250



Figure:

4.1

2005 WASKASOO PARK STUDY Special Gathering Places



Legend

-  Tree Line
-  Park Boundary
-  100 Year Flood Risk Line
-  Steep Slope / Escarpment
-  Water

Bower Ponds Biophysical Features

ISL

March 2005
Scale: 1:250

Figure:

4.2

4.2.1 Vegetation

The most significant area of natural vegetation in the Bower Ponds Park is a stand of aspen northwest of the pond. This stand is situated adjacent to and along a relatively steep slope that effectively forms the northwest boundary of the park. Our observations indicate that the aspen stand is regenerating, an opinion also held by the RDRN (*pers. comm.*) The only other area of native vegetation is a narrow strip of riparian vegetation along the Red Deer River bank. The remainder of the park is largely manicured and occupied by lawns and ornamental flowers, shrubs, and trees.

4.2.2 Wildlife

Although this park is the most heavily developed of the four Special Gathering Places, the pond and areas of native vegetation provide suitable habitat for a number of wildlife species. The ponds are frequented by a diversity of duck species, Canada geese, and muskrats (RDRN *pers. comm.*). The pond is stocked with rainbow trout, while pike and white sucker occur naturally (Neil Evans *pers. comm.*). As recently as 2004, a pair of osprey has nested near the corner of Fountain Drive and Kerry Wood Drive, west of Bower Pond. The lack of large continuous tracks of native vegetation and the surrounding developed lands reduces the probability of large terrestrial mammals and rare or urban-intolerant bird species to occur in the park. Most likely to occur regularly are small mammals and a variety of bird species that are adapted to the urban environment. Those species might include: deer mouse, black-billed magpies, American robins, and yellow warblers. The area around the Cronquist House is noted as particularly good for bird viewing (RDRN *pers. comm.*).

The location of the Bower Ponds within the Red Deer River Valley, a significant regional wildlife travel corridor, presents the potential for wildlife species to use this area when in transit. Waskasoo Park becomes quite narrow in the area of Bower Ponds and, consequently, any terrestrial species moving along the north side of the Red Deer River would likely be funneled through this area. The vegetated slope northwest of the pond and the strip of riparian vegetation are likely to be used as a movement corridor, particularly by songbirds during spring and fall migration.

4.2.3 Sensitivities

The regenerating aspen stand is the largest area of native vegetation in the park, is locally-significant wildlife habitat and, therefore, the feature of the Bower Ponds area most deserving of protection during future development, with the exception of the critically important narrow band of riparian vegetation. The stand is currently in good condition with only a few trails (RDRN *pers. comm.*). Any reduction in size or introduction of trails would be detrimental to the wildlife value of the area. Potential impacts to the osprey nest should be considered when determining suitable uses for the area surrounding the nest. Nesting individuals would be most likely affected during the breeding season, typically late April through July. The majority of the Bower Ponds area, including the pond itself, is within the 100-year flood risk

area (WER Engineering Ltd. 1991), presenting a constraint with respect to the type of development that can be undertaken.

The strip of riparian vegetation, though relatively narrow, and the vegetated slope northwest of the pond are thought to both function as wildlife corridors. In the Bower Pond area of Waskasoo Park, lands suitable for wildlife movement are already limited, therefore, any future development plans should be sensitive to the area's function as a wildlife corridor and should make adequate provision to ensure that this function is not adversely affected.

4.3 Opportunities & Constraints

From an environmental perspective, further development of various low-impact recreational facilities in the surrounding manicured areas of Bower Ponds would be acceptable. As elsewhere in Waskasoo Park, the Bower Ponds area would be suitable for the establishment of a network of interpretive displays. Potential themes specific to this area might include urban-adapted wildlife, riparian vegetation, and bird migration. Bower Ponds could also be promoted as a 'Downtown natural area', providing opportunities for bird watching, picnicking, and jogging.

In association with further development of Bower Ponds, an opportunity exists to enhance the natural vegetation in a manner that could improve the suitability of the park as a wildlife movement corridor. Specifically, increasing the continuity of the natural vegetation between the west end of the pond and the football field, and the treed area along the Red Deer River to the southwest would result in an overall increase in connectivity and a likely increase in function as a wildlife corridor.

From the operators and service providers at Bower Ponds the following opportunities and constraints were identified:

- Limited use of canoes on the ponds.
- Use of ponds for ice skating has decreased, especially after removal of hockey area.
- Limited income from the concession; (may be related to inconsistent hours of operation).
- Only one access for vehicles limits efficient traffic flow. On special event days parking and traffic flow is problematic.
- Size of outdoor stage limits types of performances. Lack of overhead and back stage area is also limiting. Power has been upgraded to stage, adequate for all users.
- Only pedestrian access from downtown is over Taylor Bridge. Access from this Bridge is somewhat limited. Possibilities at this location include steps down from Taylor Drive to existing trails.
- Cronquist House is under utilized.

The following are some examples of programming opportunities at this site, as suggested by Bower Ponds stakeholders:

- Special event programming would benefit from additional support; this can vary, from additional promotion to creating a larger stage for events, to additional budget for human and programming resources.
- There have been requests for outdoor wedding photos. Proper design could significantly add to the appeal of this program.
- As the concession isn't being used to its full potential upgrading the picnic area and adding an outdoor hard surface patio with picnic tables and umbrellas could add to the concession service.
- A good quality sound system encircling the ponds would enhance the skating experience.

The following actions were listed in the Community Services Action Plan 2003-2006:

- Retain as an all season recreation and special events area. Undertake a needs assessment and renew focus for Bower Ponds. Consider stage development and suitability for other events/programming.
- Consider further stage development at Bower Ponds, including cover and change rooms.
- The Bower Ponds skating pond and pavilion will be maintained to a high standard. There are no plans to maintain ice surfaces for skating on other park ponds.
- Risks will be monitored and addressed along with providing ongoing maintenance as required at sliding hills at Bower Ponds.
- Play a facilitative role in supporting the Red Deer Cultural Heritage Society in operating Cronquist house at Bower Ponds
- Consider the opportunity to include this Cronquist House in the Bower Ponds needs assessment process and renegotiate the 1979 operating agreement, with the Society.

4.4 Preliminary Development Ideas

Through the early public consultation activities there were several development ideas which were proposed and evaluated for Bower Ponds. Ultimately, through either community comments or Committee discussion, these ideas were not selected to be included in this development plan. These preliminary development ideas are described below:

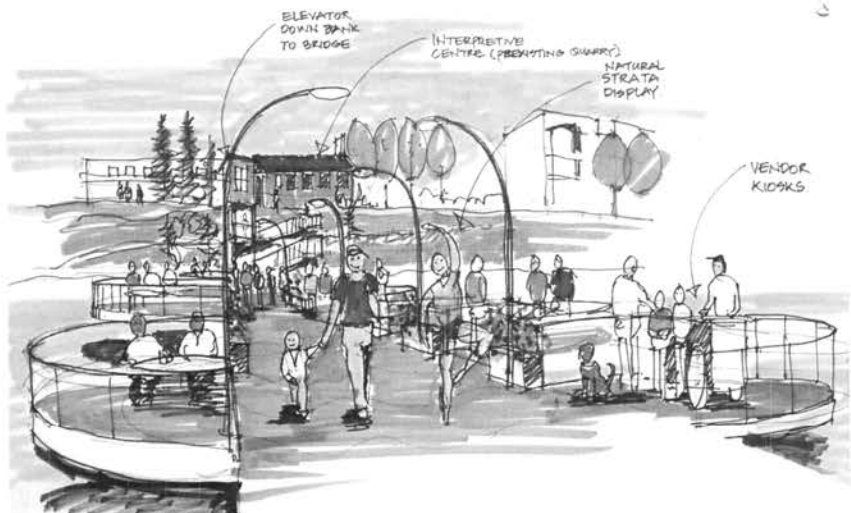
- **Boardwalk around Pond:** a boardwalk along the waters edge extending from the pavilion to the pond bridge was proposed, however, stakeholders preferred a more natural edge to the pond.
- **New Stage:** The idea of a new, larger and re-oriented stage was proposed to meet opportunities for enhanced programming of small and larger scale community and cultural events in Bower Ponds. Through discussions it was agreed that as the city grows, Bower Ponds will not be well suited to hosting large scale civic events because of poor access, impacts on adjacent residential and the small amount of suitable open space within the park. This idea was dropped in favour of enhancements to the existing stage.

- **Cronquist House:** A number of ideas were proposed for Cronquist House including conversion to an Art Gallery, a tea house and to a fine dining restaurant. Since the Cronquist house is operated by an independent, not-for-profit organization, it was agreed that no program or facility changes should be proposed as part of the new development concept.
- **Whitewater Kayak Course:** The idea of a white water kayak teaching, training and recreation site around the island in the Red Deer River below Bower Ponds was originally proposed prior to the Co-Design workshop. A stakeholder has prepared a preliminary concept report which describes the opportunities to create the course and add rock features, in the shallow waters on the Bower Ponds side of the island. This approach has been used to develop a number of high level and Olympic courses in North America. Approvals for this type of development would include the Department of Fisheries and Oceans from both a navigable waters and fish habitat compensation perspective. Additional analysis would be required for functional planning of this concept. Depending on the design and detailed evaluation of river hydraulics, this proposal could be workable. Since the idea was not presented to the public and stakeholders the consensus of the committee was to leave it out of the recommended development concept.

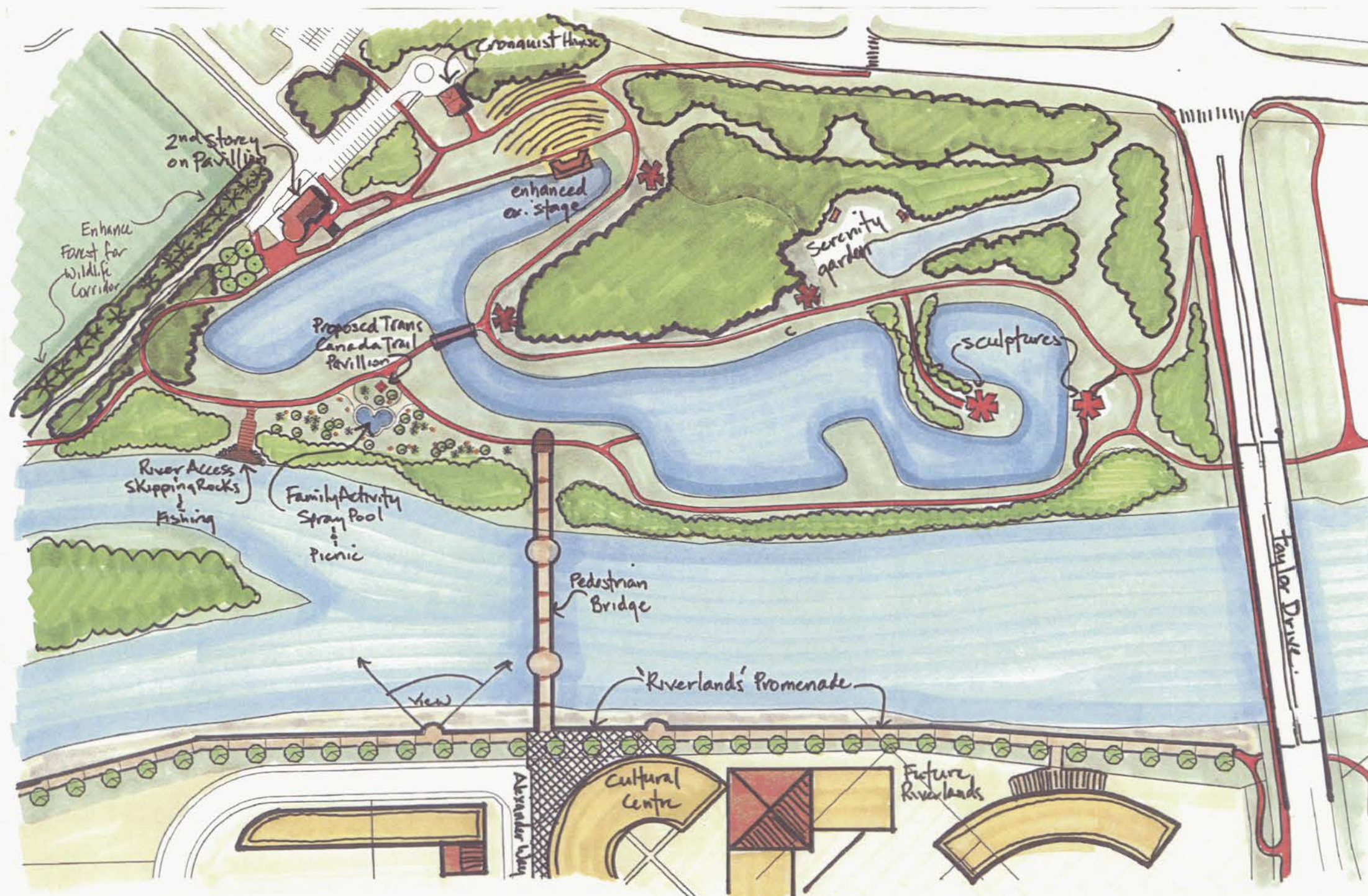
4.5 Development Concept

The public and stakeholders clearly identified the need to re-establish Bower Ponds as a family oriented, destination park in the centre of the city. To achieve this, users defined the need to provide more facilities and features, expanded services and operating hours, and enhanced programming. In addition, to tie into the future cultural focus of Alexander Way and the Riverlands development, it was suggested that the park could provide a suitable location for cultural/artistic elements. The following concepts and programs have been recommended for Bower Ponds (Figure 4.3):

- **Pedestrian Bridge:** A pedestrian connection between the Riverlands area, Alexander Way and Bower Ponds has been proposed previously in approved City plans and continues to be well supported by the public. As illustrated, the concept is to create a wide (6m), prominent bridge with viewpoints. Due to the long span and elevation difference between the west and east sides the bridge will have a significant capital cost. (Figure 4.4)



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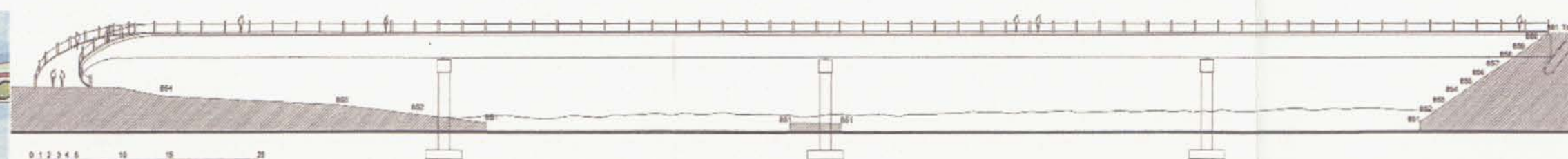
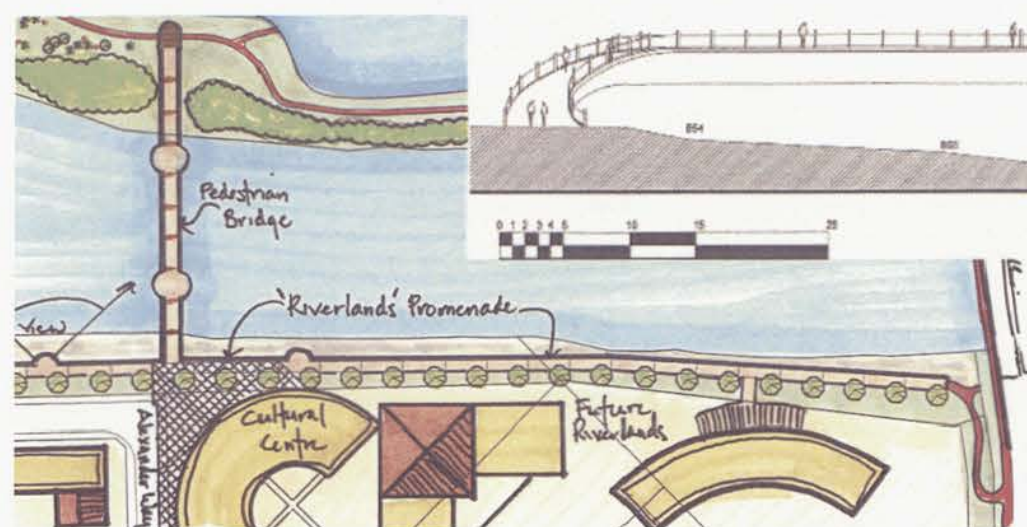
Bower Ponds Development Concept

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September 2005 Figure:
N. T. S.

4.3

2005 WASKASOO PARK STUDY Special Gathering Places




Bower Ponds Riverlands Bridge


ISL

September 2005 Figure:
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4.4

- **Riverlands Promenade:** As an addition to the approved Riverlands Development Plan, an urban, pedestrian promenade has been proposed along the top of the east bank overlooking the river and Bower Ponds. The promenade would create a strong visual link with the park and in combination with the pedestrian bridge (see below), provide a great meeting and strolling opportunity for residents and visitors. The promenade is envisioned as a 5m wide concrete walk with lights, viewpoints and benches. The capital cost has not been included in the cost for Bower Ponds as the promenade has been proposed as component of the future Riverlands development.

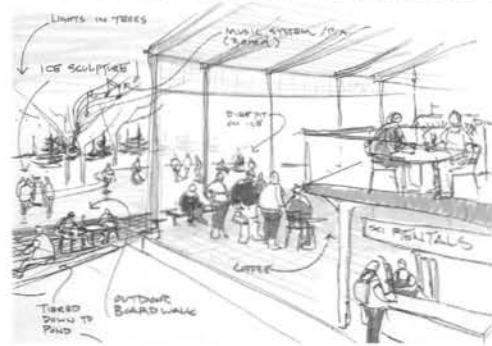
- **Art in the Park/ Serenity Garden:** The concept of Art in the Park has been designed to provide opportunities for the placement of significant public art works in Bower Ponds as a logical terminus to the cultural theme of the proposed Alexander Way. The proposed sites illustrated on the plan would also be designed simply as special places for artists to paint and draw and also for people to sit, read and contemplate. The Serenity Garden idea, originally proposed for River Bend would also be designed to provide a quiet, contemplative place within the park. This area could also be designed to be suitable for wedding photos.
 

- **Existing Stage Enhanced:** Proposed enhancements to the existing stage should include change rooms, power servicing, overhead canopy, and better sound controls (directional/less spill). It is recommended that acoustical analysis be conducted to determine the impacts of stage use on adjacent residents and to identify mitigation measures if deemed necessary. Stage programming also needs to be enhanced as a means to encourage and support more use of the park. Consideration could be given to programming every other weekend during the summer and programs in support of other facility use and events.
 

- **Family Use Features:** To encourage more family use of the park several features have been proposed including a small spray park, playground and picnic area. A river access location has also been proposed to provide a safe and accessible location for fishing, throwing rocks or just sitting back and watching the river.

- **Enhancement Planting:** to provide a buffer between the activities of Great Chief Park (football field) and Bower Ponds, extensive native planting will be installed to create a natural forest area and wildlife corridor. The planting will take advantage of the existing mature spruce and poplar and will be located on either side of the existing drainage swale.

- Expanded Pavilion:** With the development of other facilities and opportunities within the park, and with an increase in resident use with the development of Riverlands, it is anticipated that the overall use of Bower Ponds will increase over time. To support this increased use the public has indicated that the pavilion needs to provide a level of service (hours, goods, services) consistent with a downtown, urban park. This includes year round public access to the pavilion and the washroom facilities. In addition, a concept for an expanded pavilion, with a redesigned first floor and additional second floor café and deck, has been well supported throughout the study. The expanded pavilion could offer light lunches, lattes and healthy snacks through the day and evening hours. The feasibility of expanding to a second floor has been reviewed with the building architect.



4.6 Capital Costs

The estimated capital costs for the proposed development concepts for Bower Ponds total \$9.25 million dollars and are defined in the table below:

Item	Description	Notes	Total
1.0	Riverlands Promenade	Concrete promenade (5m wide) with view points, lighting, seating and landscaping (600 m @ \$ 2500/m)	not included in Bower Ponds costs
2.0	Pedestrian Bridge	170m long, 6m wide Pedestrian bridge with viewpoints, barrier free access from Riverlands to Bower Ponds	\$ 5,800,000.00
3.0	Art in the Park	Development of paths (75 m @ \$75) and four Art/sculpture nodes (concrete pads, benches, landscape). Note: Art/Sculpture cost not incl.	\$ 26,000.00
4.0	Serenity Garden	Includes benches, fountain, planting beds	\$ 40,000.00
5.0	Existing Stage Enhancements	Includes roof, dressing rooms, stairs, ramps, storage rooms, power service, noise management provisions	\$ 240,000.00
6.0	Family Use Features	Includes small spray park (\$340,000 incl. water service), Small playground (\$120,000), River access improvements (\$25,000), Picnic Table on pads (15 @ \$1500), Tree planting (15 @ \$500)	\$ 515,000.00
7.0	Pavilion Expansion	Add second storey with lounge, food service & patio. Based on 2000 sq. ft. at \$250/sq.ft.	\$ 700,000.00
8.0	Enhancement Planting/Wildlife Corridor	Includes planting of native trees and shrubs between Bower Ponds and football field (Great Chief) to provide buffer and create wildlife corridor	\$ 85,000.00
Subtotal			\$ 7,406,000.00
25% Contingency & Fees			\$ 1,851,500.00
Bower Ponds Total			\$ 9,257,500.00

4.7 Recommended Business Case

Bower Ponds has evolved to become one of the most popular family recreation areas in Waskasoo Park but is in need of refurbishment and increased usage. If the current operations and facilities remain unchanged, the most prevalent impact would be the loss of a potentially great year round community gathering space and consequently all of the associated opportunities and benefits to residents. Without some, or all, of the recommended improvements the potential of Bower Ponds as a natural attraction for downtown businesses would be lost, or at the very least inhibited. The recommended business case supports the implementation of the proposed development concepts.

This business case is built upon information collected from the current contract operators, staff and anecdotal information gained through focus groups, public meetings and interviews. The following business case scenarios were considered:

- Status Quo (keep the park as is)
- Expand the Pavilion
- Change the Focus of Cronquist House
- Enhance Park Facilities

A number of issues related to the redevelopment of Bower Ponds were identified:

- There are considerable noise/sound and traffic impacts from special events on the surrounding communities.
- The Pavillion is not viable in its current operation format, related to this are the hours of operation and profitability.
- The amphitheatre needs to be upgraded and expanded.
- The park needs to be connected to the downtown by a pedestrian bridge.
- The focus of the park should be Arts, Culture and Family Activities.
- Programming is required to generate increased visitation.
- The pavilion needs to be upgraded and expanded.
- Family activities should include a playground and water park.

Other important issues/impacts include the following:

- Without some degree of improvement toward increasing pedestrian traffic the current concession and equipment rental operators would have little choice but to move on.
- The existing noise from events is a major issue with surrounding residents. This issue needs to be addressed to win support of these residents as it is important to the park's success.
- Vandalism is already an issue at Bower Ponds (as it is in any park). With no operator(s) on site vandalism is expected to increase. Increased vandalism would likely mean that The City would be liable for a greater expenditure to patrol and maintain the area.

Costs for operating the amenity elements of the park are as follows:

Expenditures for 2004	
Salaries/Wages	\$22,086
Contracted Services	\$4,358
Security	\$496
Repairs & Maintenance	\$7,160
Janitorial	\$2,525
Materials	\$2,434
Utilities	\$15,903
Expenses - Other Departments	\$4,465
Ice Maintenance	\$55,000
Total	\$114,427

According to The City of Red Deer concession and equipment rental operator contracts, the return from both contracts is 5% to The City. It is important to note, however, expenditures are expected to rise if there are not contract operators on site and vandalism increases.

The expansion of the pavilion would provide better service to the current clientele as well as to attract new users. The expansion would include updating and expanding the concession and equipment rental space, more seating capacity, storage space and a second floor restaurant and patio.

By providing a comfortable space in which to socialize and by enhancing the concession amenities, the operators will have an increased opportunity to offer more people a broader range of choices. In the winter, the expanded facility would allow people to come in from the cold while still enjoying Bower Ponds, and in the summer, the outdoor patio and second floor balcony could be a local gathering point. People could still bring their own food and beverages; however, the improvements may encourage more spontaneous use of the pavilion year round and thus potentially affording the operators a more desirable profit.

For this business case two sub-scenarios were considered:

- Contract operator
- City operated (no contract operator)

Financial impacts of the various scenarios are high lighted in the chart that follows:

	Status Quo	No Operator Status Quo	Expand Pavilion	No Operator & Expanded Pavilion
Revenue From Operators	\$2,965	\$26,920	\$2,019	\$40,380
Revenue – Food & Beverage		\$32,380	\$36,000	\$36,000
Total Revenue	\$2,965	\$59,300	\$38,019	\$76,380
Expense – Food & Beverage		\$19,955		
Expense – City Operations	\$59,247	\$129,895	\$74,284	\$142,625
Expense – City Parks	\$90,300	\$90,300	\$90,300	\$90,300
Cost to City	\$146,582	\$222,190	\$126,565	\$156,545

The design program and capital cost estimate for enhancing the existing pavilion would be as follows:

- Lower level retrofit (\$200,000) - upgrade concession, increase rental storage and sales area, upgrade washrooms
- Second level or addition (\$500,000) - 2,000 square feet, seating for 40, kitchen, washrooms, storage, balcony

4.8 Development Summary

The park has become staid and redevelopment is necessary to ensure the resurgence of the park and its ongoing viability. Elevating the family activities and arts & culture program brings a strong focus for an urban park and expanding family opportunities will encourage increased usage. In addition, retrofitting the Pavilion will better meet user needs and offer a special food & beverage service in the park. Improving the stage facility will facilitate increased programming and usage for regular, small scale performances.

In terms of risk, it is important to note that The City has to subsidize the current contractors to ensure at least minimal coverage is maintained. Not undertaking the improvements could result in the facility being turned over to The City. Expanding the food & beverage operation is a large undertaking and should only be considered if a contract operator can be found who is willing to invest in the development.

Finally, the recommended development concept for the park has evolved with strong consideration of the positive impacts of the proposed Riverlands development. Enhancing the park will compliment the plans for the Riverlands project, and with those new developments, the park will draw users from downtown and families from around the city.

5.0 Three Mile Bend

5.1 Context

Three Mile Bend was designed in 1984 as part of the Waskasoo Park Master Plan. The park was planned as a passive park designed for unstructured recreation uses. Over time the park has developed into a popular and highly used off-leash area for city dog owners. The park also includes a freestyle ski jump, Remote Control Car Club track, and the ponds in the park are well used by the Canoe/Kayak Club for flat water training as well as use by and recreational canoe enthusiasts (Figure 5.1). The level of use continues to rise in this park, which has put pressure on the current facilities and amenities.

5.2 Biophysical Overview

Historically, this area within the bottomlands of the Red Deer River Valley was used for both gravel extraction and storage, and was described as an unsightly intrusion in the river valley as recently as the early 1980's (Red Deer Regional Planning Commission 1982). Since then, however, native regeneration in the area has flourished and Three Mile Bend is now a large (53 ha) and aesthetically-pleasing natural area within Waskasoo Park (Figure 5.2). The gravel pits of the past have formed an irregularly shaped and groundwater fed pond that now provides suitable habitat for many species of aquatic wildlife. Of the four Special Gathering Places, Three Mile Bend is the least developed, with very little recreational facility infrastructure. The park is intended to function as a multi-use park as outlined in Community Services Open Space and Facility Action Plan (City of Red Deer 2003), and does in fact receive a varied and high level of use from a number of community organizations. The main use of Three Mile Bend is as an off-leash dog area, with a small area of freestyle ski training facilities comprising a second facility (Hodgson 2005). The canoe club makes regular use of the pond as a venue for training sessions (RDRN, *pers. comm.*). The Remote Control Car Club is also active within the park, and the picnic sites are well used (Hodgson 2005). A multi-use trail and bridge connects Three Mile Bend to the River Bend Golf and Recreation Area to the north, and other areas within Waskasoo Park to the south.

5.2.1 Vegetation

The vegetation of Three Mile Bend consists of small areas of native vegetation that were left undisturbed during past excavation, and widespread areas of regenerating vegetation. The northern portion of the park contains a remnant mixed wood community with white spruce and balsam poplar dominating (Red Deer Regional Planning Commission 1982). The north facing slopes along the Red Deer River support a few small stands of a mature white spruce community (Red Deer Regional Planning Commission 1982). Much of the native vegetation in the southern portion of Three Mile Bend has regenerated during the past 20 years. Prior to that, gravel extraction activity dominated the area leaving very little undisturbed land. The diversity of species that has become established in that area of the park include aspen and willow, both extensive; white spruce saplings, achieving heights of approximately 10 m in

2005 WASKASOO PARK STUDY
Special Gathering Places



THREE MILE BEND
Existing Conditions

ISL

March 2005
Scale: 1:400

Figure: **5.1**

2005 WASKASOO PARK STUDY Special Gathering Places



Legend

- Tree Line
- Park Boundary
- 100 Year Flood Risk Line
- Water

THREE MILE BEND Biophysical Features

ISL

March 2005
Scale: 1:400

Figure:

5.2

some areas; and a broad shrub community, including dogwood and other native species. The past use of this area for gravel extraction has resulted in some interesting micro-topography within the park. That variation in terrain may cause small differences in microclimate, further increasing the diversity of plant species.

5.2.2 Wildlife

Most of the habitat in Three Mile Bend is relatively young and in an early stage of succession. That characteristic of the park renders much of it generally unsuitable for wildlife species that are dependent on mature vegetation communities. At the same time, however, the regenerating vegetation provides ideal habitat for many other species. Young aspen and a healthy shrub community provide an abundance of palatable browse for ungulates, and consequently mule deer, white-tailed deer, and moose are all commonly found here (Ken Froggat *pers. comm.*). Evidence of ungulate browsing was abundant during our brief site visit. The remnant mature white spruce and mixed wood communities likely provide a good degree of cover for ungulates, further improving the habitat suitability of Three Mile Bend for those species. In addition to the wealth of young trees and shrubs, the riparian communities associated with the several ponds create ideal nesting habitat for many songbird species. Given the diversity of habitat available, many of the small mammals common to the Central Parkland Sub-region of Alberta could potentially occur in this park.

The several ponds in Three Mile Bend combined with the relatively undisturbed nature of the riparian areas may provide some of the better amphibian and reptile habitat in the Waskasoo Park system. The ponds contain natural fish populations of yellow perch and white sucker (Neil Evans *pers. comm.*), directly and indirectly adding biodiversity to the park. Several osprey nest platforms are located near the ponds, one of which is typically used annually (RDRN *pers. comm.*). The presence of fish species is likely the key to the presence of the osprey, and the fish could attract other fish-eating species to the area (e.g., belted kingfisher, double-crested cormorant, and American pelican). Beavers are also a resident species in the ponds (RDRN *pers. comm.*). Many of the typical waterfowl species of the region could also be expected to use the ponds. While the riparian and even more distant vegetation appears to provide suitable cover for waterfowl nesting, the reportedly heavy dog use in the area may discourage ground nesting species.

5.2.3 Sensitivities

The most popular use of Three Mile Bend is as an off-leash dog area. That activity attracts vast numbers of users to the park and represents a desired recreational activity promoted through the City of Red Deer Community Services Action Plans (City of Red Deer 2003). The presence of a high number of free-running dogs does, however, introduce the potential for a variety of dog-wildlife conflicts. One possible impact is the decreased use of riparian areas as bird nesting habitat and adult herptiles. Less conspicuous are the possible impacts that off-leash dogs may have on reproductive success,

particularly low shrub or ground nesting bird species.

The relatively undeveloped nature of Three Mile Bend is a unique characteristic of this park within the context of the whole Waskasoo Park. The ecological value of the relatively large and continuous area of regenerating vegetation within the park would be compromised if large areas were cleared. Many wildlife species will only occupy an area of suitable habitat if it meets a minimum size threshold. The loss of natural vegetation in Three Mile Bend could, therefore, lead to a decrease in species richness. Any infrastructure development in the southern portion of the park where the ponds are situated, would likely adversely impact the function of the ponds as wildlife habitat. The presence of several osprey nesting platforms in the park, and the probability of nesting individuals, should be considered when reviewing development proposals. The osprey breeding season would be of particular sensitivity, typically late April through July.

The majority of Three Mile Bend is within the flood risk area of the Red Deer River (WER Engineering Ltd. 1991) and is characterized by alluvium-based soils (Red Deer Regional Planning Commission 1982). The sharp bend in the Red Deer River adjacent to the southeast corner of the park is, in fact, historically the first ice jamming location downstream of the city centre and, consequently, prone to spring flooding (Earthscape Consultants 1982). The flood risk area and soil characteristics should both be considered when evaluating potential future park uses.

5.3 Opportunities & Constraints

Within the park, areas that have not yet begun to regenerate naturally are not likely to do so in the near future. Aerial photo interpretation suggests that, though not abundant, a few such areas do exist within Three Mile Bend. An opportunity, therefore, exists to actively rehabilitate and revegetate parts of the site. This park provides one of the best examples of natural succession and, therefore, a network of interpretive signs and displays could be erected along currently existing trails to illustrate the successional process and value of early successional habitat to wildlife. The several ponds provide an opportunity for low-impact water based recreation. Suitable uses may include developing an area for model boat enthusiasts, perhaps with some temporal controls, and encouraging canoeing as a relatively non-invasive method of exploring the pond and its wildlife.

The following opportunities and constraints were identified during stakeholder interviews:

- The major use for this park is as a Dog off-Leash area. The park is intended however as a multi-use park.
- The park is reclaiming itself nicely with little maintenance necessary beyond the trails, the shelter and the roads and parking area.
- The Remote Control Car Club is active again and is using the site developed for this activity.
- There are times when there is insufficient parking in this park.

- Some canoe and kayak training takes place in these ponds.
- This park operates well. Picnic sites and the washroom/warming hut are well used.
- Remote control boats could use the ponds if an area was designated to them and a pad was placed for operators to stand on.
- More dispensers and receptacles are needed for the dog owners
- Site security is an issue related to after hour access.
- A good buffer strip will be necessary when the public works yard moves to the industrial land adjacent to this park.

The Community Services Action Plan 2003-2006 provided several recommendations for park enhancements:

- Retain as a natural park and valuable wildlife area with limited facility development.
- Recognize area for diverse recreation activities. Actively promote as an "off-leash but under control" area.
- Work with the Remote Control (RC) Car Club to facilitate the development of a track for motorized model cars at Three Mile Bend.

5.4 Preliminary Development Ideas

Throughout the study the focus has been on maintaining Three Mile Bend as an off leash park. During early public consultation activities consideration was given to providing improved access to the park, controls on after hours use, and buffering of the City yards which will be developed to the west. During early review it was agreed that most of the ideas did not have sufficient merit to be advanced further as part of this plan.

5.5 Development Concepts

The public and stakeholders were clear that Three Mile Bend should be retained primarily as an off-leash area and the proposed development concepts for the site support this message. In addition, there was support for retaining and enhancing the facilities and current use of the site by other key users such as the Freestyle Ski Club, the Canoe/Kayak Club and the Remote Control Car Club. The concepts proposed for Three Mile Bend are defined below and illustrated on Figure 5.3:

- **Dog Park Improvements:** In support of continued and growing use as an off-leash area, additional support amenities have been proposed such as benches, more parking, more waste bins and bag dispensers. An interpretive signage program is also proposed to educate park users on the unique vegetation communities and wildlife habitat of Three Mile Bend.



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Special Gathering Places



THREE MILE BEND
Development Concept

ISL

September 2005 Figure:
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5.3

- **Canoe/Kayak Boardwalk, Pier & Circuit:** To support the teaching and training programs of the Canoe/Kayak Club, a boardwalk and pier have been proposed. In addition, a flat water/ river circuit has been proposed allowing users to portage between the ponds and the river, paddling through and around the park.
- **Ski Jump Improvements:** Architectural improvements to the ski jump would be designed to improve the overall aesthetics of the structure but also to meet the needs of the users from a teaching, training and safety perspective.
- **Water Quality Improvements:** There was strong support for improving the water quality within the ponds by providing aeration through the pumping of water by fountain and/or windmill.
- **Remote Control Car Club Improvements:** Improvements proposed to the RC Club site are designed to better integrate the facility into the park and reduce potential conflicts with other park users. Proposed improvements include fencing, landscape screening, and bleachers.



5.6 Capital Costs

The estimated capital cost for the proposed development concepts for Three Mile Bend is \$358,750 as defined in the table below:

Item	Description	Notes	Total
1.0	Dog Park Amenity Improvements	Includes some trail widening (1200m), additional benches (15), trash/recycling receptacles (10), expand parking lot, info board/map	\$ 75,000.00
2.0	Water Quality Improvements	Windmill/wind powered circulating pump/fountain	\$ 12,000.00
3.0	Interpretive Trails	Trail signs on existing trails - 1 major trail head sign (\$4000) and 10 interp signs (\$1700 each)	\$ 21,000.00
4.0	Canoe/Kayak Circuit	River & Pond pedestrian/portage access ramps	\$ 24,000.00
5.0	Canoe/Kayak Boardwalk & Pier	Floating Boardwalk (40m) and pier, grading and restoration of slope for easy launching and teaching, benches (4)	\$ 75,000.00
6.0	Ski Jump - Architectural Improvements	New cladding, paint, steps, platforms, ramp repairs, architectural embellishments (eg. Flags, banner poles)	\$ 48,000.00
7.0	RC Club Track - Site Improvements	Includes Fencing (200 m), gates (service & person), landscaping, bleachers (24 person)	\$ 32,000.00
Subtotal			\$ 287,000.00
25% Contingency & Fees			\$ 71,750.00
Three Mile Bend Total			\$ 358,750.00

5.7 Recommended Business Case

As described previously, Three Mile Bend primarily serves the dog walker community with secondary users such as public use of trails, canoe/kayakers, ski jumpers and RC Car Club site users. The recommended business case supports maintaining the primary focus of park for off-leash dog use and implementing a number of proposed amenities as they will enhance activities at the site and increase the enjoyment of all users.

The following business case scenarios were evaluated:

- Status Quo
- Expand Amenities - create a canoe/kayak circuit, enhance ski jump, contain the remote car track, enhance trails and day use activities

Currently the only operational costs incurred by the City for the park are for turf and trail maintenance. A summary of the costs is as follows:

	Annual Trail Maintenance	Annual Turf Maintenance	Annual Total
Staff	\$23,388	\$2,500	\$25,888
Fleet	\$7,000	\$2,300	\$9,300
Cont Serv/ Materials	\$7,200	\$0	\$7,200
Total 3 Mile Bend	\$37,588	\$4,800	\$42,388

5.8 Development Summary

Expanding the facilities and amenities for all of the user groups of Three Mile Bend will improve the use and enjoyment of this Special Gathering Place. A commitment to improved water quality and protection and interpretation of the unique natural features of the park will provide for a sustainable environment.

Improvements to the facilities for the RC Car Club and the Freestyle Ski Club will be welcomed by these groups and there should be good partnering opportunities for these improvements. As well, the teaching area and the canoe/kayak circuit will be unique features in an urban park setting and should receive good levels of use.

As this is the City's only off-leash dog park it is an important asset to enhance and protect. With the reduction in useable area with the development of the City yards and with gradual increases in use there is the potential of dog/human conflicts. This issue can be addressed through the creation of another off-leash dog park in south sector of Red Deer.

6.0 River Bend

6.1 Context

The River Bend Golf Course and Recreation Area is over 100 hectares (247 acres) of groomed and natural environments at the north end of Waskasoo Park within the County of Red Deer. Developed as part of Waskasoo Park and opened in 1987, the facility includes an 18-hole golf course, a 9-hole mini-links, a driving range, and situation golf area. Other non-golf amenities include Discovery Canyon water park, picnic facilities, canoe launch, hiking/cross-country ski trails, and a biathlon range (Figure 6.1). The site also houses the golf course maintenance shop and a superintendent's residence. The River Bend club house, which has been recently renovated, has a commercial kitchen, a pro shop, washroom-locker rooms, a meeting room, and a small administration staff office.

The west side of the larger 14 ha (34.6 acres) lake has been landscaped as an amphitheatre. It was planned that this area would ultimately become a major family recreation area, with paddleboats and canoeing on the lake in the summer and skating in winter. A future pavilion was also proposed, which was to include a skate change facility, a seating area, washrooms, and a concession for food and rental equipment.

The River Bend node is operated on behalf of The City, by the River Bend Golf and Recreation Society, which is an independent society consisting of nine members appointed by the City, plus one member of City Council. The original agreement required the society to pay an annual "fee" for the facility, which was to be used to assist with the financing operations of the Waskasoo Park system. In 1997, a new agreement was developed to establish a threshold level for revenue and determined a payment to the city's general revenues. In 2002 the agreement was again revised to direct specific revenue payments to The City's River Bend Reserve Fund. These funds would be used to offset some of the capital costs that were beginning to result from the aging facility. Through this series of agreements the River Bend Golf and Recreation Society has done an excellent job in managing and operating the River Bend facilities while providing revenues to the City.

The Kinsmen Club has also played an important role in the River Bend node by providing funding to support upgrades to Discovery Canyon since 2000. The funds have been managed through a partnership with the River Bend Golf and Recreation Society and have provided important capital for development and capital maintenance of Discovery Canyon. As a result of these contributions the facility has been renamed the Kinsmen Discovery Canyon.

6.2 Biophysical Overview

As with the other Special Gathering Places, the following is a general overview of the biophysical characteristics of the River Bend Golf & Recreation area. During the study, a detailed environmental assessment was completed for a proposed nine-hole expansion of the golf course. This assessment can be found in Appendix D.

Before becoming incorporated as part of Waskasoo Park in 1987, the area of River Bend

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Special Gathering Places



RIVER BEND
Existing Conditions

ISL

March 2005

Scale: 1:800

Figure:

6.1

Golf and Recreation Area consisted of privately owned agricultural fields and large gravel pits surrounded by natural wooded areas (Red Deer Regional Planning Commission 1982). From the outset, the original Waskasoo Park Master Plan (Red Deer Regional Planning Commission 1982) recognized the potential for development of this large area to include a golf course. In addition to the recreational development, much of the River Bend Golf and Recreation Area remains in a natural state. In its entirety, this park covers 170 ha (Figure 6.2).

6.2.1 Vegetation

The majority of the River Bend Golf and Recreation Area is occupied by the golf course and its associated manicured grasses and ornamental trees and shrubs. Riparian mixed wood forest surrounds much of the golf course, forming a narrow fringe that separates it from the Red Deer River. A small but dense stand of mature white spruce exists east of the golf clubhouse and west of the canoe launch, and contains some of the largest spruce trees in the City of Red Deer. A larger area of white spruce dominated mixed wood forest occupies the area west of the golf course. A steep north facing valley escarpment dominates the southern portion of the River Bend Golf and Recreation Area. The valley escarpment in the southern portion of the park contains a large area of mature spruce and mixed wood forest.

6.2.2 Wildlife

The River Bend Golf and Recreation Area functions as a key component of the wildlife corridor within the greater Red Deer River Valley. At a regional scale, River Bend, and in particular the large forested area on the west side of the golf course, provides an important link in a network of natural areas that includes Gaetz Lake Sanctuary, McKenzie Trails, Three Mile Bend, River Bend and a forested tributary north of River Bend. In addition, the overall north-south orientation of this regional network likely makes it particularly attractive as a corridor for migrating songbirds during spring and fall migrations. So while the manicured nature of the golf course does not provide suitable habitat for most wildlife, other than a few species that are attracted to golf courses, such as Canada geese and deer, the fact that the whole area is part of a major wildlife movement corridor does, however, result in heavy use by many other wildlife species (Figure 6.2).

Mule deer, white-tailed deer, and moose are all likely to use the dense stands of spruce and travel throughout the general River Bend Golf and Recreation Area (Ken Froggat *pers. comm.*). The stands of mature white spruce, and the thermal protection they provide, have particular value as winter habitat for ungulates. The mature mixedwood vegetation along the edge of the Red Deer River and the valley escarpment likely supports an abundance and diversity of bird species, as well as many of the more common small mammals such as porcupine, red squirrel, snowshoe hare, deer mouse, and red-backed vole. Mature vegetation communities, in general, are valued as wildlife habitat because they often contain a high number of snags (standing dead trees) and deadfall, important factors to the presence of cavity-nesting bird species and small mammals, respectively. Though the golf course itself is unsuitable for

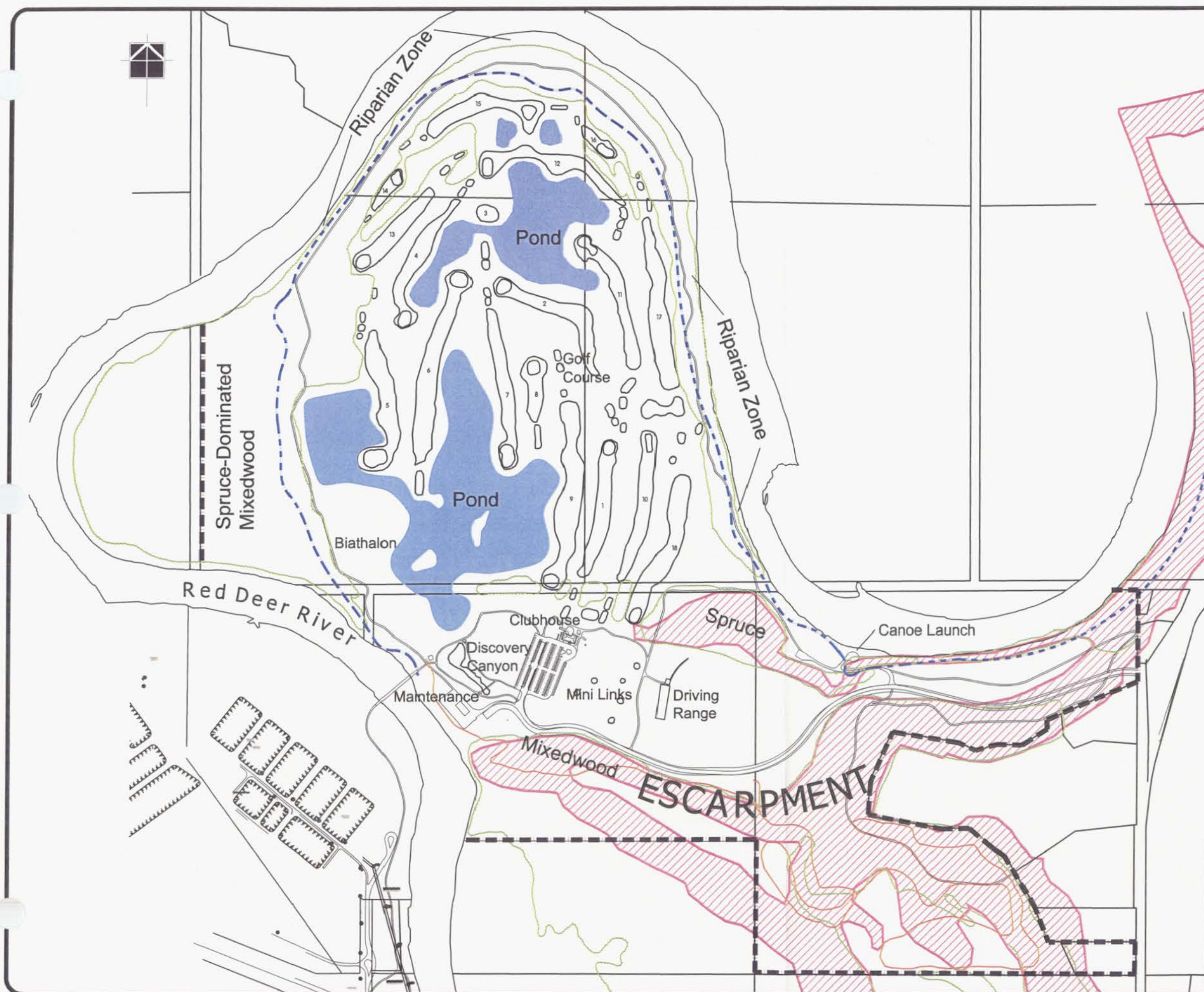
2005 WASKASOO PARK STUDY Special Gathering Places

Legend

-  Tree Line
-  Park Boundary
-  100 Year Flood Risk Line
-  Steep Slope / Escarpment
-  Water

RIVER BEND
Biophysical Features

ISL March 2005 Figure: **6.2**
Scale: 1:800



many species, the ponds within the course are heavily used by waterbirds. The location of the ponds within the river valley and near the City limits, as well as the presence of fish are likely contributing factors to the ponds use by numerous species. The fish community, maintained via a drainage pipe link to the Red Deer River, includes northern pike, walleye, yellow perch, and white suckers (Neil Evans *pers. comm.*). Common loons have been reported to nest on the ponds, and common goldeneye, Canada geese, mallards, green-winged teal, northern pintail, and American widgeon have all been sighted (RDRN *pers. comm.*). Fish-eating species reported from the ponds include American white pelican and mergansers (RDRN *pers. comm.*).

6.2.3 Sensitivities

Much of the remaining natural vegetation in the River Bend Golf and Recreation Area is sensitive to disturbance. The steep-sloped valley escarpment is the parks most sensitive natural feature. In addition to the development constraints of the steep slope, the mature mixedwood forest that occupies much of the area would likely become vulnerable to erosion and the wildlife habitat quality decrease if any large-scale development was to take place. Any clearing of forested area would mean a loss of productive and mature forest habitat and could lead to a decrease in species richness. As well, the large size of the trees within the dense stands of white spruce appears to be a unique feature within the City of Red Deer and probably deserves protection to maintain this feature within the future of the park.

The fringe of mixedwood forest, already quite narrow in many places, would lose value if reduced in size. Much of that fringe lies within the defined boundaries of the 100-year flood risk area (WER Engineering Ltd. 1991). Except for the valley escarpment, the whole River Bend Golf and Recreation Area is characterized by alluvium-based soils (Red Deer Regional Planning Commission 1982). Both these factors are associated with various development constraints.

6.3 Opportunities & Constraints

The following issues, comments, opportunities and constraints related to existing and future development in River Bend were identified through Stakeholder Interviews:

- The golf course is as good a municipal golf course as you will find anywhere in the province. It is very well maintained and used.
- The cross country ski trails are excellent and offer opportunity for the novice and the more competitive skier. Opportunities exist to enhance the ski trails in the park and to improve the overall maintenance standard.
- Discovery Canyon is considered by many as the jewel of the park.
- The costs of maintaining all the services offered here are increasing significantly. Increasing golf user fees may not match these costs so additional revenue sources are being considered in order to maintain the current standards.
- The Horseshoe Club has expressed interest in developing hard surfaced courts here, perhaps with shelters in the future.

- The opportunity for youth golf on the Mini Links is an excellent service presently not provided at other Central Alberta golf courses. This is very appropriate for a municipal golf course to be introducing the game to youth.
- A trail linkage to McKenzie Trail on the east side of the river is a long standing need in order to complete the linkage to trails throughout the Waskasoo Park System. Land ownership continues to be a hurdle, however, the link should be accomplished when these lands are made available.
- Infra-red heaters and shelters at the driving range might increase use and revenue.
- 'No parking' signs on both sides of the road outside the park gates eliminates easy access for cross country skiers who access the trails after sunset and when the gates are locked. The parking restrictions have been put in place to ensure emergency vehicle access to the park is maintained after the gates are closed.

The Community Services Action Plan 2003-2006 recommended the following with respect to development and operations in River Bend:

- Retain as a multi-use recreation area that includes the golf course, Discovery Canyon, ski and hiking trails.
- Endeavour to acquire the balance of private land immediately west of the River Bend Golf Course and Recreation Area and explore the opportunity to expand the golf course to 27 holes
- Explore opportunities to link this area to McKenzie Recreation area through the trails system.
- The River Bend Golf and Recreation Society will continue to operate the golf facilities at the River Bend Golf and Recreation. Enhancements and improvement of the RB golf course, mini-links and clubhouse and expansion of the golf course to 27 holes shall proceed only after a business case and environmental analysis has been conducted and as funding becomes available through the Society. All improvements will be in accordance with the River Bend Golf Course and Recreation Area Master Plan.
- The trails at River Bend will be track-set and groomed by the RBG&RS to acceptable standards.

As noted in the biophysical overview, despite the large size of the River Bend Golf and Recreation Area, it is important that the naturally vegetated areas be retained because of the aesthetic value of those areas, their contribution to the park's total biodiversity, their role as a wildlife corridor, and their provision of erosion control. The development of any further recreational facilities should, therefore, be clustered in areas already cleared of natural vegetation.

6.4 Preliminary Development Ideas

Through the early public consultation activities there were several development ideas which were proposed and evaluated for River Bend. Ultimately, through either

community comments or Committee discussion, these ideas were not selected to be included in this development plan. These preliminary development ideas are described below:

- **Paddle Boats:** The idea of adding paddle boats to a controlled area of the ponds (away from golf) as an added feature of Discovery Canyon was not considered to be practical or necessary.
- **Biathlon Range:** Changes to legislation on firearms control has been a key factor in the lack of use of this facility. It was agreed early on in the study that this facility should be removed from River Bend, due to the lack of use.
- **Serenity Garden:** The idea of developing a serenity garden overlooking River Bend from the mound above the golf course and biathlon range was appealing to some stakeholders (trail users, artists), however, it was agreed that a better location could be found in Waskasoo Park. A site in Bower Ponds was selected.
- **Golf Course Expansion:** Throughout the study, the concept of adding an additional 9 holes to the golf course received strong support from the golf community and mixed support from the public and other stakeholders. For the most part, community concerns related to the impacts on mature forests and wildlife habitat. From the golf course perspective, the benefits included improved accessibility for juniors and to open up more public tee times. As part of the development of the business case for River Bend, numerous scenarios were investigated. The scenario that related to the addition of nine holes did in fact show a positive cash impact of approximately \$600,000 over current operations. Of that total approximately \$230,000 would be required for debt service leaving \$370,000 available for future lifecycle costs and new development.

From The City's perspective, the issues relate to whether the golf course can continue to meet its mandate as a public course, without expansion, and what the benefits of expansion would be in relation to The City's role in providing golf as one of many community recreation activities. From an environmental perspective, the proposed expansion area is part of a regional wildlife corridor and there will be impacts if developed. While the environmental report defines potential mitigation measures it clearly indicates that any decision related to development must be one of balance between providing for recreational use and maintaining natural habitat. If additional land can be obtained, therefore reducing the potential impacts on the natural environment, then a stronger case for the expansion could be made.

In the end, the consensus of the committee, in light of the discussions of the business case and the input of the community through the public consultation activities, was that the nine hole expansion of the golf course would not be included as part of this plan. It was agreed that the River

Bend Society (RBS) does an excellent job of operating the golf course, and it is expected that the Society will include an additional nine holes in their vision for the recreation area over the next twenty years.

6.5 Development Concept

Throughout the study the focus of discussion regarding River Bend was on the expansion of the golf course, improved community access to the park node and protection of the natural resources of the site. As the city grows, this Special Gathering Place will become the focal point for outdoor community activity for residents from the northeast specifically and from the region generally. As such, improvements and expansion of the existing community facilities received strong public support throughout the study. These concepts are defined below and illustrated on Figure 6.3:

- **Discovery Canyon Expansion:** As one of the most popular summer recreation facilities in the City, Discovery Canyon can be an extremely busy place. The concept for the proposed expansion of Discovery Canyon includes an expanded beach area, a 'kiddy creek' tube ride for younger kids, a large scale water spray park and an expanded playground. All this would be supported by additional parking, picnic area, walks and beach volleyball.



- **Night Skiing:** To facilitate after work/evening skiing, a lighted cross country ski course has been proposed for the driving range area of River Bend. A 1.2 km circuit would be created and would be lit with solar powered, low level lights designed to provide suitable visibility and safety without excess light spill or environmental impacts.



2005 WASKASOO PARK STUDY Special Gathering Places



RIVER BEND Development Concept

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6.3

- **Secondary Parking Lot:** In support of the night skiing and to provide evening/after work access to the trails a secondary parking lot has been proposed along the access road by the east end of the driving range. This parking lot, associated security gate and fencing would allow River Bend staff to control access to the golf course while still providing an accessible parking area for trail users, particularly in the winter when the course is closed.
- **Trail Enhancements:** To enhance the site for trail users several additional features have been proposed including additional benches and waste receptacles, interpretive signage, and warm-up/picnic shelters. River Bend, in consultation with the cross country skiers, is committed to maintaining the sky trails to meet skiers' needs and expectations.

6.6 Capital Costs

The estimated capital cost for all of the proposed development for River Bend totals \$1.99 million based on the following development concepts:

Item	Description	Notes	Total
1.0	Discovery Canyon - Beach expansion	400 sq.m - Includes excavation & removals, grading, retaining walls, new sand	\$ 65,000.00
2.0	Discovery Canyon - 'Kiddy Kreek'	Includes excavation & removals, grading, boulders, liner	\$ 120,000.00
3.0	Water Play Park	Major, regional level water play park including all site development, water service, controllers and activators, and water spray components	\$ 750,000.00
4.0	Playground Expansion	Major, regional level playground including all site development and play components	\$ 320,000.00
5.0	Discovery Canyon - Site Development	Includes additional picnic tables (30 @\$700), benches (15 @\$1000), trash/recycling receptacles (10 @\$1200), groups shelters (2 @\$14,000)	\$ 80,000.00
6.0	Parking Lot Expansion	2250 sq.m - Includes excavation & grading, subgrade preparation, compacted base, concrete curbs, asphalt, line painting and landscaping	\$ 170,000.00
7.0	Night Skiing Circuit	Power Service and 14 lights	\$ 32,000.00
8.0	Lower Parking Lot	20 car gravel parking lot, control gates, light and fencing	\$ 35,000.00
9.0	Trail Improvements	Trail signs on existing trails - 1 major trail head sign (\$4000) and 10 interp signs (\$1700 each)	\$ 21,000.00
Subtotal			\$ 1,593,000.00
25% Contingency & Fees			\$ 398,250.00
River Bend Total			\$ 1,991,250.00

6.7 Recommended Business Case

This business case is built upon information collected from staff and anecdotal information gained through focus groups, public meetings and interviews.

In preparing the business case, a number of key issues were considered:

- The escarpment and mature forest are environmentally sensitive areas that need to be protected.
- The public wants expanded access to the trails in River Bend and to Discovery Canyon, both of which fall under the jurisdiction of River Bend Society.
- Managers of the surrounding private golf courses feel the River Bend course does not compete on a level playing field. Specific concerns of these other Courses relate to fees, high quality of the product and a perception of low tournament costs. Many of these perceptions are incorrect and the City has taken steps to provide the correct information.
- The RBS feels that an additional nine holes are required to meet the needs of junior and league play.
- The City wants to ensure that the mandate of the course, affordable recreation opportunities, is maintained.
- Consider The City's position on public golf in the city.

Scenarios analyzed for the business case included:

Keeping the course as it is with 18 holes

- no changes to programs
- eliminating all tournament play
- changing current pass holder system to user pay system
- eliminating tournament play and changing the pass holder system to user pay

Build an additional 9 holes and new community amenities

- build on existing land
- build on additionally purchased land
- eliminating tournament play
- changing current pass holder system to user pay system
- build community use infrastructure including the expansion to Discovery Canyon and lit trails.

The recommended business case proposes a revision to the operating format by refocusing the mandate to enhance community use, to increase golf user fees, and to alter the governance model. It does not support the expansion of the golf course until such time that the land situation is resolved and The City determines its commitment to expansion of public golf in the city.

The total number of rounds completed at the course in 2004 was 38,310. Of that total, 40 restricted members played 2,066 rounds, 90 senior restricted members played 3,920 rounds and 190 unrestricted members played 10,637 rounds for a total of 16,623 rounds. Therefore pass holders play 43% of rounds played. 2004 revenue of \$297,458

or 30% of total revenue generated (\$989,073) is attributed to pass holders. If 43% of rounds played generate only 30% of the total revenue, then there is clearly an opportunity to increase revenues through an adjustment to the pass holder rates.

To make this adjustment it is suggested that a fee increase be implemented over two years. The anticipated results of this change are twofold, more public will play with better times and existing pass holders will play potentially less often at higher rates.

In the Business Case Analysis, based on the financial information supplied by River Bend, the estimated total surplus generated in 2005 would be \$338,307. Of that, \$140,000 is committed to retire a debt for the clubhouse construction and \$178,000 for the River Bend Reserve on deposit with The City. In order to demonstrate an increased commitment to the community non-golf amenities, the proportion of additional capital/operating funds for Discovery Canyon and trail maintenance will need to be increased. Currently, in addition to the River Bend Reserve annual deposit, The RB Society also budgets for, and carries certain major maintenance initiatives in its operating budget.

It is recommended that the management of the River Bend Golf and Recreation Area establish a vision to guide future development and upgrading. The vision needs to include a commitment to enhancing community access to the recreation area and planning for further enhancements for junior golf. If other courses and taxpayers could see the vision, expansion may be viewed in a better light.

The golf community is a very valuable asset to the recreation area, and it has done an excellent job of developing the course. There is still need for a broader focus on developing the entire recreation area, as a multi-activity node of Waskasoo Park. This could be achieved through the involvement of more residents on the board who are interested in the broad recreation needs in the community.

The River Bend Society is appointed by The City, on recommendation from the Society. It has proven challenging to involve specific individuals who would represent the general public because most of the meeting times revolve around golf course activities. For the future, both the RBS and The City will need to work together to improve the balance of golf interests and general public interests on the River Bend Society Board, in order to focus the node's future development on River Bend as a diverse Special Gathering Place, of which, only one element is golf.

Finally, the Golf and Recreation Area is only accessible by personal vehicles, there is no City transit to the site. The RBS should explore the possibility of offering a shuttle service, especially to junior golfers to ensure their safety. Additionally, if a shuttle service was available the area may become more accessible to more people and thus increase usage of the facilities there. It is expected that in the future, City transit services will be expanded to cover this area.

The **financial impact** of the preferred scenario as well as suggestions from the staff and Board of River Bend are outlined in the following table:

		Status Quo	Increase Fees
Revenue			
	Golf Revenue	\$1,846,287	\$2,035,470
	DC & Trails	\$44,922	\$90,000
Total Operating Revenue		\$1,891,209	\$2,125,470
Expense			
	Golf Expense	\$1,519,569	\$1,519,569
	Cost of Sales	\$302,383	\$302,383
	DC & Trails Expense	\$44,922	\$60,000
	Amortization Cost	(\$314,472)	(\$314,472)
Total Operating Expense		\$1,552,402	\$1,567,480
Operating Surplus/Deficit		\$338,807	\$557,990
Capital Expense	Clubhouse Loan	\$140,000	\$140,000
Net Surplus		\$198,807	\$417,990
	Deposit Fund	\$191,334	\$225,019
Balance After Deposit Fund		\$7,473	\$192,971

Increase in Fees model

- Revenue increased \$189,183 from status quo based on an increase of fees for pass holders and green fees and the elimination the free pull cart and bucket of balls for each user
- An expanded Discovery Canyon will generate increased revenue
- Deposit fund changes based on revenue
- Society reserve is calculated by adding the deposit fund to the surplus.

Current financial statements do not include a specific breakdown of the operating costs for the trails and Discovery Canyon. Based on the existing operation, RB administration estimates that these costs are break-even. In order to better track these costs for future review and analysis, it is suggested that costs to operate the trails and Discovery Canyon be itemized separately in the RB financial statements.

In a major capital budget to The City for the years 2003–2008, RBS identified \$1,180,000 in capital spending. Of that amount, the community elements total \$215,000 (18% of the total), and include the DC playground (\$10,000) in 2003, DC building (\$100,000) in 2005 and Mini-Links upgrade and repair (\$105,000) in 2007. In future capital plans RB will need to address the lifecycle costs for the golf course while still increasing the amount of funds allocated to other park amenities.

6.8 Development Summary

The proposed development concept supports the ongoing management and protection of the escarpment and natural areas of River Bend and the expansion and upgrading of the existing community recreation facilities. The expansion of Discovery Canyon and the other proposed recreational upgrades have been designed to meet future use requirements as the City grows in and around River Bend. In light of the proposed capital expenditures it is important to recognize that the significant use of Discovery Canyon occurs in the summer and that weather can have a dramatic effect on the level of use.

The business case has recommended an increase in green fees and pass holder fees and suggests that the River Bend Society Board prepare a long range vision for the Special Gathering Place as a recreation area with golf as a key interest. Currently, River Bend is developing a new Master Plan (2006) which will identify the needs and related costs of future development in the Park. The RBS Board provides ongoing important work that enables the continuing success of the River Bend Golf Course and Recreation Area. The business case also recommends that the RBS Board and The City work towards a better balance of community and golf interests and that the Board establish a life-cycle costing plan to maintain the golf assets and improve community access to non-golf activities.

The golf course is developed to the desired level of The City and should be maintained at this level for the future enjoyment of users. Although the financial argument for an additional nine holes is strong, it is the protection of the natural areas by minimizing development that is most important at this time. The decision not to include the expansion in the Master Plan is based on the protection of the natural environment, the benefits of having additional land on which to expand, and the consideration that the City is already meeting their mandate of providing accessible and affordable golf for its citizens under the current operating format and facility.

7.0 Master Plan Implementation

7.1 Development Summary

As defined in the previous sections, the recommended development concept for each of the Special Gathering Places has evolved during the study through the discussions with the Committee, stakeholders and the public. With a concept plan for each location in place, it will be up to Council and administration to move forward with the implementation of the Master Plan in a staged approach. The following section provides a summary of the recommended development and priorities for each of the Special Gathering Places. It also defines the overall development priorities, an implementation framework and an implementation schedule for the staged implementation of the Master Plan.

The following is a summary of the recommended development concept for each of the four Special Gathering Places.

- **Heritage Ranch:** As a gateway to Waskasoo Park, Heritage Ranch and the new Waskasoo Discovery Centre will provide interpretive and recreational opportunities for residents and visitors. The Ecological Services Section of the Recreation Parks and Culture Department will be the primary tenant with the added benefit of providing site management and security. The change in the focus of the park from equestrian to the 'Gateway to Waskasoo Park', and the plans to reclaim parts of the site to natural state provide an important environmental focus and sustainable programs which fits well with The City's strategic and environmental objectives.
- **Bower Ponds:** Elevating family activities and arts & culture programming brings a strong focus to an urban park and will encourage increased usage. Retrofitting the Pavilion will better meet user needs and improving the stage facility will facilitate increased programming for regular, small scale performances. Enhancing the park will compliment the plans for the Riverlands project, and with the new developments the park will draw users from downtown and from around the city.
- **Three Mile Bend:** This site will be protected and enhanced as the city's only off-leash dog park. A commitment to improved water quality and protection and interpretation of the unique natural features of the park will provide for a sustainable environment. Improvements to the facilities for the Remote Control Car Club, Freestyle Ski Club and Canoe/Kayak Club will be welcomed, and there should be good partnering opportunities for these improvements.
- **River Bend:** The development concept supports the ongoing management and protection of the escarpment and natural areas of the River Bend node. The expansion and upgrading of the existing community recreation features have been designed to meet future use requirements as the city grows. The business case has recommended an increase in green fees and passholder

fees and suggests that the RBS Board prepare a long range vision for the Special Gathering Place as a recreation area with golf as a key interest. The golf course is developed to the desired level of City Council and should be maintained for the future enjoyment of users.

- **Waskasoo Park Programming:** During the study there were three program concepts proposed which apply to the overall Waskasoo Park system: (1) **Webpage:** a Waskasoo Park webpage could provide special features such as real-time views into the parks, captured video of animals in the parks or special park events. The City could utilize cameras installed in the parks to enhance overall security and community groups could use the site to advertise special events. (2) **Park Rangers:** The concept of Park Rangers within Waskasoo Park has been proposed previously and was well supported during this study. Park Rangers would provide year round enforcement and education for the entire Waskasoo Park system. The City is presently considering the implementation of Park Rangers. (3) **Special Events Coordinator:** The need for a city-wide special events coordinator has been identified by both city staff and by Waskasoo Park user groups. Each of the special gathering places, in addition to other nodes in the park, could benefit by the effort of a special events coordinator.

7.2 Development Priorities

During the final Steering Committee meeting, the committee was asked to rank the recommended development concepts for each of the Special Gathering Places. In determining the rankings, individual committee members considered the development scope, the capital costs, potential related/linked projects, and other general considerations. The following is a summary of the key projects identified by the Committee for each of the Special Gathering Places. The rankings are provided in detail in Appendix 8.6.

- **Heritage Ranch:** The top three priorities for Heritage Ranch were improved directional and information signage, development of interpretive trails and the development of the Waskasoo Discovery Centre.
- **Bower Ponds:** The top three priorities for Bower Ponds are the family use features, stage enhancements and Art in the Park. Each of these projects is focused on encouraging increased use.
- **Three Mile Bend:** The top three priorities for Three Mile Bend are focused on improving the environment and the amenities for the primary users. The top three projects were Dog Park amenity improvements, water quality improvements and interpretive trails.
- **River Bend:** for River Bend, the committee members selected the expansion of Discovery Canyon (Beach & Kiddie Kreek) and associated site development as the top three priorities.

With consideration of the individual rankings of the priorities for each of the Special Gathering Places, the committee members were then asked to identify their top ten priority projects from the overall list of 36 projects. The results of this exercise were compiled, two projects were combined and four additional projects were added. During preparation of the report the consulting team recommended an additional 3 projects. The following table identifies 17 priority development projects and the associated development costs of close to \$5.1 million. The overall total development cost for all 36 projects is estimated to be \$18.5 million (See Appendix 8.6).

Overall Rank	Special Gathering Place	Development Project	Capital Cost	25% Fees & Contingency	Total
1	Bower Ponds	Family Use Features	\$ 515,000	\$ 128,750	\$ 643,750.00
2	Heritage Ranch	Waskasoo Centre	\$ 1,900,000	\$ 475,000	\$ 2,375,000.00
3	Heritage Ranch	Interpretive Trails	\$ 175,000	\$ 43,750	\$ 218,750.00
4	River Bend	Parking Lot Expansion	\$ 170,000	\$ 42,500	\$ 212,500.00
5	Bower Ponds	Stage Enhancements	\$ 240,000	\$ 60,000	\$ 300,000.00
5	Heritage Ranch	Roads & Parking	\$ 125,000	\$ 31,250	\$ 156,250.00
7	Heritage Ranch	Directional & Information Signage	\$ 140,000	\$ 35,000	\$ 175,000.00
8	River Bend	Discovery Canyon - Beach & Kiddie Creek	\$ 185,000	\$ 46,250	\$ 231,250.00
9	Bower Ponds	Art In Park	\$ 26,000	\$ 6,500	\$ 32,500.00
10	Three Mile Bend	Canoe/Kayak Circuit & Boardwalk/Pier	\$ 99,000	\$ 24,750	\$ 123,750.00
11	Three Mile Bend	Dog Park Improvements	\$ 75,000	\$ 18,750	\$ 93,750.00
12	Three Mile Bend	Water Quality Improvements	\$ 12,000	\$ 3,000	\$ 15,000.00
13	Three Mile Bend	RC Car Club Improvements	\$ 32,000	\$ 8,000	\$ 40,000.00
14	River Bend	Trail Improvements	\$ 21,000	\$ 5,250	\$ 26,250.00
15	River Bend	Discovery Canyon Site Development	\$ 80,000	\$ 20,000	\$ 100,000.00
15	River Bend	Waskasoo Centre Eco-Park	\$ 230,000	\$ 57,500	\$ 287,500.00
15	Three Mile Bend	Interpretive Trails	\$ 21,000	\$ 5,250	\$ 26,250.00
Totals			\$ 4,046,000	\$ 1,011,500	\$ 5,057,500.00

7.3 Implementation Framework

As part of the discussion and identification of the priority development projects, the Committee was asked to identify parameters or criteria which should form the framework for implementation. The following decision making considerations were identified:

- **Realistic Timelines:** projects and the associated development timelines should be realistic in terms of expectations for delivery. Projects should also be developed in a logical order to ensure that related projects are linked together and support each other. Future projects should not impact existing development.
- **Planning Tool:** the priority projects list and implementation schedule are subject to further detailed planning and budget processes.
- **Changing Priorities:** recognition that priorities may change due to opportunities and circumstances related to land use, budgets, partnerships, community involvement or environmental needs. The plan must be flexible.
- **Momentum:** implementation of lower cost, immediate impact projects will be important to overall development momentum and community/partner buy-in. There is also a need to balance projects across all four Special Gathering Places.
- **Partnerships:** many of the development projects have excellent partnership opportunities. Key partners include the County of Red Deer, River Bend Golf and Recreation Society, Service and Recreational Clubs, Culture Link, Friends of Three Mile Bend, Red Deer College, Red Deer River Naturalists, Fort Normandeau Historical Society, Evergreen Foundation, and Tree Canada.
- **Contract Operators:** proposed development is designed to strengthen and enhance current operations making them more viable. City should solicit the input of current operators on considerations such as transition from old operations to new.
- **Operations:** during detailed design, operational issues and budgets should be prepared for all new development projects. Operation levels and budgets will need to be monitored and adjusted to reflect new development.

7.4 Five Year Implementation Schedule

With consideration of the development priorities and the implementation framework a five year implementation schedule was prepared. The schedule (on the next page) identifies the development projects for each year and the associated development costs (capital, contingency & fees). Key development considerations have also been identified. It is important to note that planning and detailed design for some projects has been included in the year prior to the planned construction.

Year	Special Gathering Place	Development Project	Key Development Considerations	Total
1	Heritage Ranch	Waskasoo Centre	Visioning, planning, programming, concept, detailed design, Sustainable design	\$ 237,500.00
1	Three Mile Bend	RC Car Club Improvements	Car Club prepared to partner immediately on improvements. Partial development in Year 1	\$ 18,000.00
1	River Bend	Trail Improvements	Good partnering and community buy-in projects	\$ 26,250.00
Year 1 Total				\$ 281,750.00
2		Planning & Design	Bower Ponds Art in the Park & Stage Enhance; River Bend DC Beach/Kiddy Kreek/Playground	\$ 103,125.00
2	Heritage Ranch	Waskasoo Centre	Construction of this major, high profile project, reflecting the future of Waskasoo Park.	\$ 2,137,500.00
2	Heritage Ranch	Directional & Information Signage	Vision, Market position, materials and signage for new Heritage Ranch/Waskasoo Discovery Centre	\$ 175,000.00
2	Three Mile Bend	RC Car Club Improvements	Complete the development	\$ 22,000.00
2	Three Mile Bend	Dog Park Improvements	High levels of use, improve user experience and site. Offsets impacts of City Yard development	\$ 93,750.00
2	Three Mile Bend	Water Quality Improvements	Positive environmental impacts, improves site, low cost, good sponsorship/grant project	\$ 15,000.00
2	River Bend	Discovery Canyon Site Development	Related to Discovery Canyon expansion	\$ 100,000.00
Year 2 Total				\$ 2,646,375.00
3		Planning & Design	Bower Ponds Family Use Features; River Bend Water Park	\$ 156,250.00
3	Bower Ponds	Stage Enhancements	Good project in support of improved programming for site. Partnership opportunities	\$ 270,000.00
3	Bower Ponds	Family Use Features	Top ranked project, site available, water service required. Immediate impact, increased use	\$ 643,750.00
3	Bower Ponds	Art In Park	Good link to Culture Master Plan, provides additional evolution of park programming/activities	\$ 32,500.00
3	Three Mile Bend	Interpretive Trails	Good partnering and community buy-in projects	\$ 26,250.00
Year 3 Total				\$ 1,128,750.00
4	Heritage Ranch	Roads & Parking	Related to Waskasoo Centre development	\$ 156,250.00
4	Three Mile Bend	Canoe/Kayak Circuit & Boardwalk/Pier	Combination of two linked projects. Good Partnering opportunity	\$ 123,750.00
4	River Bend	Parking Lot Expansion	Already identified by River Bend as need	\$ 212,500.00
Year 4 Total				\$ 492,500.00
5		Planning & Design	Bower Ponds Pavillion Expansion	\$ 87,500.00
5	Heritage Ranch	Interpretive Trails	Good partnering and community buy-in projects	\$ 218,750.00
5	Heritage Ranch	Waskasoo Centre Eco-Park	Allows two years for development & marketing of (indoor) Waskasoo Centre Programming.	\$ 287,500.00
5	River Bend	Discovery Canyon - Beach & Kiddie Kreek	Expansion in Year 5 reflects population growth	\$ 231,250.00
Year 5 Total				\$ 825,000.00
Five Year Master Plan Total				\$ 5,374,375.00

7.5 A Twenty Year Vision

During the first five years of this Master Plan, just less than half of the overall projects have been identified for implementation. This is a fairly aggressive schedule from a planning, budgeting, design and construction perspective but it reflects the importance of the Waskasoo Park Special Gathering Places to community identity, health and values. The implementation of the priority projects will have immediate impact on the use and enjoyment of the Special Gathering Places.

During the fifth year of the implementation schedule the Master Plan should be reviewed by City staff in consultation with stakeholders. A new 5 year list of priority projects and implementation schedule should be developed. At this time additional projects may be considered or existing proposed projects may be modified. It is important that the plan remain flexible to accommodate changing needs and partnership opportunities.

The City's overall goal of the Waskasoo Park Special Gathering Places Study was to develop a plan which would reenergize the Special Gathering Places with innovative and sustainable facilities, programs and services. Through the work of the committee, the project team, the stakeholders and the public, this Master Plan has met that goal and provides the City with an important tool for ensuring that the next twenty years of Waskasoo Park development, operations and use are as successful as the first twenty years.

When implemented, the plans and recommendations defined in this report will assist the City in enhancing the four Special Gathering Places so that they are sustainable and reflective of community needs and desires for now and into the future.

8.0 Appendix

- 8.1 Appendix A: Trends & Best Practices**
- 8.2 Appendix B: Co-Design Workshop**
- 8.3 Appendix C: Discovery Tour**
- 8.4 Appendix D: Open House**
- 8.5 Appendix E: River Bend Expansion Environmental Assessment**
- 8.6 Appendix F: Development Concept Rankings**

Appendix A:

Trends & Best Practices

BEST PRACTICES IN PARKS AND OPEN SPACE MANAGEMENT

1.0 Introduction

As part of the social and environmental fabric our culture, parks and open space, and the way they are managed, are influenced by many recent changes and emerging trends. Today there are a wide range of factors that may impact any one particular management issue. For example, landscaping and grounds maintenance are affected by a number of diverse factors including climate change, shifting demographics, environmental awareness, available funding and increased stakeholder participation.

The term 'best practice' refers to highly recommended and endorsed procedures considered to be a good example of the processes, practices, and systems that perform exceptionally well and are widely recognized as improving an organization's performance and efficiency in specific areas. In other words, the term 'best practice' generally refers to the best possible way of doing something. However, given the number of shifts and emerging trends today, definitive best practices are lacking in parks and open space management. Instead, a number of suggested best practices for coping with the new realities of park management are offered.

The information presented in this study is the result of a two phase approach including 1) survey of how similar Canadian cities plan for and manage successful parks, and 2) using the concepts and information gathered in phase one, an international web-based exploration of suggested best practices was pursued.

2.0 Municipal Park Planning Survey

Park planners and programmers from the following municipalities and related organizations were contacted to participate in the survey:

- City of Calgary
- City of Grande Prairie
- City of Kelowna
- City of Lethbridge
- City of Medicine Hat
- City of Regina
- City of Saskatoon
- City of Winnipeg
- Meewasin Valley Authority (no reply)

The questionnaire consisted of the following six questions related to parks development and programming trends:

1. Think of a successful park in your city. In your opinion what makes it successful and why? What is the name of the park?
2. There are a number of financial management models being used for parks. Please tell us what model is used in your area and why (advantages and disadvantages).
3. There are many trends influencing park development (and programming). What do you think are the three most important trends to be aware of and why?

4. How do you see the types of programs and special events offered in parks changing in the next 5 to 10 years?
5. Is programming for parks becoming more of a requirement for them to be utilized in a vital and positive way?
6. Considering all of your citywide parks, what are some examples of exciting new elements, programs and special events that are in place or being planned?

The range of information gathered from the survey is reflective of the many different approaches park planners are using to manage the various and changing issues impacting their parks. All of the information gathered during the survey process is presented here, opposed to only the most popular responses given that innovative practices and concepts are not always the most popular ones. The data is summarized below, and more detailed responses are included in Appendix A.

Q1. Aspects of a Successful Park:

Responses	# of Responses
Variety of facilities, amenities, activities, programs	7
Accessible to people from a wide range of socio-economic demographics	6
Centrally located (focal point, accessible, high visibility)	6
Appealing appearance (well maintained, interesting)	2
Has capacity to host major special events	2
Regular use	2
Hub of pathway linkages	2
Synergy created by proximity to other municipal amenities	2
Balance of passive and active activity opportunities	1
Designed for passive use	1
Safe	1
Water feature/access to water	1
Extensive programming	1
Evolving over time – providing new reasons to come	1
Balanced development	1
Niche market targeting	1

The responses may be grouped in the following themes:

Purpose:

A successful park as a clear purpose. For example, for the purpose of hosting special events, providing a “nature” experience or providing both passive and active recreation opportunities.

Balance:

Successful parks provide a balance of passive and active formal and informal opportunities. For each park it is important to find the right balance between facility development verses a natural landscape.

Balance is also important in the provision of programs. Specialized programs targeted towards specific interest groups are as important as more generic special events which appeal to a broad range of people.

Accessible:

Successful parks offer opportunities for all people to participate in a range of activities through landscape, facility and program design.

They are also linked to the community via trails and pathways.

Integrated:

Successful parks are connected in some way to other municipal amenities or services. Synergy is created through interactions with libraries, schools and business.

Evolving:

Successful parks adapt to shifting needs.

Q2. Funding Structures

Responses	# of Responses
100% funding from municipal taxes	3
Municipal funding for neighbourhood parks. No funding available for upgrades to district/multi district or special use parks.	1
Corporate Naming	1
Leasing	1
Charging for advertising space	1
Parkland sales	1
Private/public Tri-party agreement/incubation loans	1
Special operating agency	1

Most parks are funded strictly by municipal taxes. However responses revealed that new and creative methods are being developed. Not only are fundraising methods such as corporate sponsorship being employed, completely new models are being tested.

The City of Lethbridge reported the creation a 'Special Operating Agency' for Sherring Sports Field Complex. The experimental agreement is designed to help resolve challenges faced by community organizations in managing staff. Initially the park and its facilities will be constructed by a developer and maintained by them for one year. In the second year a specially formed administrative board appointed by Council will operate the facility. Programming and maintenance will be contracted out. Formal review of this arrangement will take place after three years in 2008.

Q3. The most important trends influencing park development today.

Responses	# of Responses
Sustainable Solutions	
Naturalization of parks impacts management practices and requires public education to shift expectations about what parks should look like. Increasing carrying capacity challenges Balanced recreation facility development Ensure sustainability of facilities "Xerscaping"* – shift towards low maintenance shrub beds Metal play structures Use of park development standards	9
Accessible Spaces	
Flexible park spaces to accommodate future uses Ability to meet shifting needs Increasing in senior population Need for innovative design for multi use spaces Challenge of attracting the pre-teen and teen groups Variety of traditional and non traditional recreation opportunities Need for more passive than active recreation programs	7
Business Model	
Revenue generation through node creation Strategic alliances Market driven planning	3
Risk Management	
Need to use familiar components in creative ways to keep play structures challenging. Crime prevention	2
*Xeriscaping is a new approach to landscaping based on water conservation, reduced pesticide use & lower maintenance.	

Trend Themes:

Sustainable Solutions

Trends including bulging carrying capacities, climate change, shrinking park and open spaces, rising environmental awareness and a decreasing supply of funding are pressuring park management to create strategies to sustain both facilities and the environment.

Accessible Spaces

Park facilities and services need to be able to adapt to rapidly changing needs related shifting demographics. It will be imperative to constantly adapt and find the right balance of facilities and services to meet the increasing recreation needs of the senior population while also meeting the sometimes contrasting needs of other cohorts.

With a limited amount of space, park providers must find ways to maximize facility use via multi-use design.

Shift Towards a Business Model

As access to traditional sources of funding decrease and the public's expectations of level of service increase municipalities are shifting toward a business model. Revenue generation within all levels of parks and strategic planning are becoming more common within municipal parks and recreation departments.

Risk Management

Solutions to vandalism and crime prevention continue to be an issue.

Q4. Expected changes in the types programs and special events parks offer in the next 5 to 10 years:

Responses	# of Responses
Sustainable Solutions	
<ul style="list-style-type: none"> - Shift towards community development model; Increase in sponsored events - Increase in environmental education. - Increased cooperation between all levels of government 	6
Accessible Spaces	
<ul style="list-style-type: none"> - Weighted park design towards active, passive or special event activities - Increasing demand for special events is creating the need for specialized special event parks and park venues – strategies are needed for choosing a park that best fits special events and developing it. - Increased access to non traditional outdoor recreation opportunities - Increased value placed on passive opportunities - Increase in non traditional sport user groups i.e. cricket and ultimate frisbee - Programs will be less time restricted 	9
Shift Towards a Business Model	
<ul style="list-style-type: none"> - Increase of programs using a 'user pay' system - Increases in amount of fees 	2

The changes in the types of programs and special events respondents expected in the next 5 to 10 years reflect the trends reported in the previous questions.

Q5. Level of Programming Required:

Responses	# of Responses
Need a variety of participation opportunities	3
Moderate need for programming	2
Need separate parks for active and passive, or programmed and non programmed activities	2
Programming is very important	1
Programming is required for low functioning parks	1
Need more social equalizer programs (no cost or affordable programs targeted to a wide range of groups)	1

The question was intended to draw out respondents' opinion about the importance of programming as it relates to the use of the park. All respondents agree that some level of programming is necessary, but a balance related to the purpose of the park and the population it serves should be kept.

Q6. New and exciting park elements in place now or planned for the future:

Responses	# of Responses
Skate park	2
Multi feature park (festivals and a skate park)	1
Increase in hubs that encourage integration between park and surrounding development	1
Community Knowledge Campus - combining existing and new indoor and outdoor recreation, education and culture facilities	1
Development of a cultural district	1
Botanical gardens	1
Specialized dog park	1
Use of innovative programs (Liveable Cities, Parks Alive, Urban Forestry)	1
Accessible playground	1
Use of "Xerscaping"	1
Water features park	1
Climbing rocks	1
Skate spots	1
Playfields built for multi use	1
Linear parks/linkages	1
Extending trail/pathways significantly	1
Artificial outdoor skating surface	1
*Xerscaping is a new approach to landscaping based on water conservation, reduced pesticide use & lower maintenance.	

The innovative elements being developed by the respondents' respective municipalities illustrates the manifestation of trends discussed in prior questions.

Sustainable Solutions:

Example: Use of innovative programs, xerscaping, artificial outdoor skating surface

Accessible Spaces

Example: provision of non traditional activity opportunities such as skate parks and skate spots, climbing rocks, multi use playfields, accessible playgrounds and the creation of a cultural district

3.0 WEB-BASED BEST PRACTICES RESEARCH

The following information was gathered in a web based best practices search. The information gathering process was guided by the following theme areas which emerged through the first step of this best practise study.

1. Sustainable Solutions
2. Accessible Spaces
3. Shift towards a Business Model

3.1 Sustainable solutions

3.1.1 Environmental Education/Awareness

3.1.1.1 Public Participation & Collaborative Relationships

Evergreen is a Canadian organization. Its mission is to engage people in creating and sustaining healthy, dynamic outdoor spaces (school, community and homes). Their work is grounded in the belief that local stewardship creates vibrant neighbourhoods, a healthy natural environment and a sustainable society for all. From the results of a nationwide survey, Evergreen presents case studies of municipalities that have successfully and creatively met challenges of green space protection and stewardship¹. Case study summaries are as follows:

A. Green Space Protection

Challenges:

- Development pressure
- Budget restrictions
- Depleted human resources
- Scarcity/expense of land for park expansion
- Lack of quality tools for to meet smart growth objectives

Case Study Summaries:

- a. City of Whitehorse: Fully accessible 5km Millennium Trail.

Main challenge: to maintain a high standard of provision, while improving the quality and diversity of parkland available.

Partnership: The City of Whitehorse, Yukon Council on Disability, the Yukon Energy Corporation and the Rotary Club

Contributions: Expertise, financial and in-kind support

Responsibility: City will be primarily responsible for the operation maintenance of the trail.

Key messages:

With a variety of community stakeholders and partners from private, not for profit and public sectors, the project was perceived with increased credibility by the public.

b. City of Guelph: Partnerships for Access to Green Space

Main Challenge: Expanding urban parkland with limited financial resources.

Partnership: The City of Guelph, local utility companies, Grand River Conservation Authority, Cemetery Commission.

Key messages: Partnerships allowed the urban trail system without having to purchase land.

Issues: encroachment issues related to residential lots.

c. City of Winnipeg Conservation: Easements and Ecogifts

Main Challenge: Limited financial resources and pressure to develop.

Ecogifts – charitable donations of ecologically sensitive land to conservation agencies in exchange for special tax benefits (non inventory land only).

Conservation Easements – A standard tool of land trust. It is a legally binding agreement giving land management and development rights to a conservation entity such as a land trust or municipality, while the land owner gains tax benefits. City is looking for a flagship case.

Issues: Finding an appropriate flagship case.

B. Green Space Stewardship

Challenges:

Budget limitations

Need for new ways to engage the public

Concerns for misuse and overuse of parklands

Satisfying conflicting needs of natural and active recreational areas (ie sports fields).

a. City of Saskatoon: Meewasin Valley Authority (MVA)

Main Challenge: It was created due to City and provincial government concern for river and river valley protection, as well as residents' concern for loss of public access to the South Saskatchewan River as the city grew.

Partnership: The Meewasin Valley Authority was created by an Act of provincial legislature. It is jointly funded by the City, University of Saskatchewan and the Province. For every one dollar provided by the City the Province provides two. As a non-profit the MVA is able to attain additional funding.

On river access:

*"The more people
can get to it [river],
the more they
understand it; and
the more they
understand it, the
more they want to
protect it."*

~Evergreen, 2004~

Conservation, environmental education and park stewardship projects undertaken by the MVA have wide ranging benefits. A formal management agreement outlines roles, responsibilities and cost sharing arrangements.

The MVA is responsible for riverside parks and recreation facility development. The City undertakes the stewardship and maintenance of the sites.

Key message: The City did not have the necessary in-house expertise which the MVA could provide with its stable budget and specialized proficiency.

b. City of Oshawa: Partnership for Wetland Stewardship

Main Challenge: The City did not have the expertise or the financial resources to manage a marsh are being transfer to it by the federal government.

Partnership: A three-way partnership was formed including the City, the Friends of Second Marsh and the Canadian Wildlife Service to carry out the first of a three phase plan. The partnership now directly and indirectly includes Ducks Unlimited, Central Lake Ontario Conservation Authority and numerous other community groups, service clubs, school boards and landowners.

Initial funding came from the Canadian Wildlife Service and fundraised matching funds.

Key message: The breadth and depth of knowledge and expertise made available through the partnerships made the restoration and conservation of the area possible.

Issues: communication breakdowns between partners, coordinating converging interests, and changing government mandates.

3.1.2 Park Development Standards

3.1.2.1 Woodlands Access Standardⁱⁱ

The Woodland Trust is the UK's leading not for profit organization dedicated solely to the protection of native woodland heritage. Established in 1972, it has done extensive work to protect, create and manage open spaces in the UK. The organization:

- Protects over 1,100 sites covering 19,000 hectares (47,000 acres), including nationally and internationally important sites as well as small urban and village woods.
- Protects over 110 woodland Sites of Special Scientific Interest (SSSI), the UK's finest examples of wildlife habitats.
- Has created 3,200 hectares of new native woodland.
- Has created 200 new community woods in England and Wales and 50 more in Northern Ireland through their Woods on your Doorstep project.
- Is creating one of the largest broadleaved woods in Scotland
- Owns 20 sites covering 430 hectares (1060 acres) in the National Forest in the Midlands and have sites in all 12 Community Forests across England.
- Is the first major landowner in England and Wales to have all its woods certified under the Forest Stewardship Council's UK Standard of Sustainable Forestry – an independent endorsement of the quality of its woodland management.
- Has received awards for good management.

Red Deer's Waskasoo Special Gathering Places, particularly the Heritage Park site, are the kinds of places the Woodland Trust works to protect. The Woodland Access Standard was developed based on extensive broad research, other accessible natural green space standards and surveys of public use and opinion of woodland. The Woodland Standard suggests:

- That no person should live more than 500m from at least one area of accessible woodland of no less than 2ha in size.
- That there should also be at least one area of accessible woodland of no less than 20ha within 4 km of people's homes.

3.2 Protected Area Management Performance Indicators

While Waskasoo's Special Gathering Places may not technically be protected areas, the City of Red Deer has an interest in protecting their unique attributes. Best practices in protected area management performance principles and indicators are offered here for use in the development of projects pertaining to preservation and protections of special areas with in the Waskasoo Special Gathering Places.

In 2002, as part of the Committee on National Parks and Protected Area Management's (CNPPAM) Benchmarking and Best Practice Programⁱⁱⁱ, the agency provides best practice principles out of a review of current approaches to performance measurement in protected area management.

The review takes into account approaches used by park management agencies in 101 area protection projects in Australia, New Zealand and other locations around the world, in addition to reviews of current literature.

The following suggested Best Practices Principles are intended to be useful as building blocks of effective performance measurement. Two levels of principles emerged Strategic Principles and Project Principles.

Strategic Principles

1. Clearly defined and documented purpose statement and objectives
2. Formal and meaningful link between performance measurement findings and on-going management and decision-making.
3. Strategically aligned project aims with the Agency's corporate strategy, goals and culture.
4. Both management and operational staff demonstrate strong commitment.
5. Commitment and continuity to resourcing, accountabilities and outputs over the life of the project.
6. Resource allocation must be sufficient to support project purpose and objectives.
7. Internal and external stakeholders are informed and involved where appropriate.
8. Objectives are prioritized and reviewed to ensure relevance and usefulness.
9. Stakeholders are kept well informed
10. An adaptive management culture is established for continuous improvement.

Project Principles

1. Project has clearly defined management objectives.
2. Identify performance targets for outcomes, results and actions
3. Select valid and cost effective performance indicators in terms of data collection and analysis.
4. Plan all stages of the project in advance.
5. Incorporate development of data management systems in the project planning stage.
6. Design and conduct projects with appropriate scientific rigor methodology, data analysis and interpretation.
7. Collect baseline performance indicator data early.
8. Ensure consistency over time.
9. Engage experts as necessary.
10. Consideration is given to all possible changes detected in performance indicators.
11. Consideration is given to linkages with other project for efficiency in data collection.
12. Clearly document and distribute findings and recommendations

Performance Indicators

The following is a summarized list of Performance Indicators discovered in the review process. The performance indicators are organized into functional themes of protected area management.

Park Systems Performance Indicators

- Natural resources (used primarily)
- Intrinsic viability
- Area shape and connectivity of parks and reserves
- Biodiversity value
- Impact of risk

- Ecosystem change

Management Systems Performance Indicators

- Abundance of various indicator species
- Condition of selected natural resources
- Location and distribution of species
- Impact of prescribed management practise
- Visitor satisfaction with services, facilities and education programs
- Management effectiveness

Human Use and Recreation Performance Indicators

- Visitor numbers and demographics
- Visitor impacts
- Natural rehabilitation
- Visitor satisfaction
- Economic indicators
- Management performance

Visitor and Community Attitudes Performance Indicators

- Visitor numbers and demographics
- Visitor satisfaction
- Visitor expectations and experiences
- Interpretation and education
- Management performance
- Visitor impacts

3.2 Accessible Spaces

3.2.1 Improving Urban Green Space

In conjunction with the Department of Landscape at the University of Sheffield, the Department for Transportation in London, Britain released a study entitled Improving Urban Parks, Play Areas and Green Spaces^{iv} in May 2002. This study was initiated to inform the work of the Urban Green Spaces Taskforce which is mandate with advising the government on proposals for improving the quality of urban parks.

The summarized conclusions presented below are the results of an extensive research process which included a literature review and survey which provided profiles of 50 local municipalities and 15 case studies. As well, follow up interviews and focus groups were conducted. While the following information is not technically best practices per se, it is intended to guide the development of best practices.

The Importance of Urban Green Space

- Increased value needs to be placed on the link between urban green spaces and other areas policy making such as community capacity building, arts, sport and leisure and youth estrangement.
- Parks can act as catalyst for wider community initiatives particularly involving youth.

Barriers

- Information needs to be shared with the public and other stakeholders about what is being done to tackle park use barriers such as safety, lack of facilities, environmental quality concerns, vandalism and graffiti. People may be deterred from using park spaces because of the image they have of them.
- Access to parks needs to be addressed in terms of convenient transportation to parks, entrance/exit designs, enough accessible parking, and increased ease of moving around once inside the park i.e. surfacing and provision for people with visual impairments.
- Park design and access requires that consideration also be given to the cultural needs of a variety of ethnic groups, abilities and the shifting needs of children and youth in.

Design

- Successful parks are designed to meet user needs and solve problems/barriers.
- Park design should be continuous and evolve with the park and its users.
- Design skills and strategic planning should go hand in hand in the management of parks and open spaces.
- Park design should provide quality spaces with consideration to the unique situation of each park. The level of design should correspond with the hierarchy of park provision from neighbourhood to regional parks.
- Quality park design needs to be invested in.

The following points were offered as good practice in park design. The information was gathered through the study process.

- When possible mix the type of parks throughout the Town – Regional parks may serve the same needs as a smaller park, but may not provide the focal point and intimate scale that smaller parks offer.
- Small and well utilized space is preferred over large underutilized areas.
- To invite use and encourage a sense of ownership parks should be visible. – consider sight lines through buildings and the landscape for aesthetics and safety.
- Instil a sense of safety through the use of visibility, good maintenance, and a high volume of foot traffic.
- Make desirable spaces by providing diverse areas that offer sun/shade areas, solitary, meeting places, shelter, sturdy benches, soft turf, and a variety of activities.
- Create interest through complexities - offer various recreational activities, and plant varieties.
- Park spaces should be flexible for changing use.
- Urban green spaces as catalysis for wider community initiatives.
- Design is the key to tacking many barriers.
- To the extent that the parks main purpose is not hindered, design parks for multi use - including recreation, wildlife viewing, storm water control etc to maximize value.
- Minimize disruption of habitat areas.
- The removal of amenities and increased safety measures such as increased lighting and fencing had the effect of hardening the quality of parks. Solutions to this problem included opening up the visibility of the park through replacing high dense shrub with trees and low lying flowers, groundcovers.
- The ideal urban green space is thought to include:
 - Variety of spaces and experience opportunities thoughtful design
 - Diversity in types of vegetation and Braille where plants are labelled
 - Opportunities to be in and around water
 - Various types of sensory stimulation, particularly senses other than site such as quacking ducks, scented plants etc.

3.3 Business Model

The combined effects of increasing demand for services and decreasing funding are creating the need for not-for-profit organizations to reframe the way they operate. Park and recreation providers including federal and municipal parks, are struggling to keep pace with their growing fiscal responsibilities. Traditionally, park and recreation service providers focused on providing services with minimal financial recovery, however the ever increasing demand to do more with less and the resulting deterioration of park amenities has opened the door for traditional business planning to be used in park management and operation.

For example, 1998 the National Parks Service commenced the Business Plan Initiative (BPI)^v. The program supports collaborative relationships between Business Administration Students and National Parks. The BPI has assisted more than 40 national parks and has been reviewed and certified as a sound process by PricewaterhouseCoopers LLP. The program provides park managers with the business expertise to develop business plans that allow individual parks to address six critical questions:

1. What is the park's "business?"
2. What are the sources and uses of all park funds?
3. How well does the current funding answer the needs and expectations of the public, Congress, and park managers?
4. What are the park's priorities for allocating operating and investment funds?
5. What are the unmet needs, and what is their justification?
6. If a gap exists between currently available funds and justified need, what options are available to close the gap?

The business plan contains the following segments:

- Identification of the mission and vision of the park.
- Inventory of the park's natural and human-generated assets.
- Historical analysis of park funding.
- A simple accounting of park finances including all sources of income.
- Explanation of funding needs for park operations and maintenance.

Community Partnerships

Graduate students from some of the leading graduate programs in the country are at the center of BPI design. All of the students come to the parks with a business background and technical training in financial and business management. In an intense week-long training, the students learn about national park management, and NPS data and budget allocation systems. After the training, the graduate students are placed in parks and work directly with park managers.

On a regional level, the King County Parks and Recreation Division (Seattle, Washington) embraced an entrepreneurial approach as the result of a major funding crisis in 2002. The department put into place an unprecedented number of new business practices and efficiencies^{vi}.

"...On top of creating a great new summertime concert site, King County expects to make as much as \$400,000 from the 19 concerts scheduled this season. Now that's your government at work"
-Seattle Times

"By early 2003, the Parks Division had transferred dozens of local, in-city parks and pools, saving millions of dollars. These facilities remain open under new ownership or operating agreements. Entrepreneurial ventures like the summer concert series at Marymoor Park, which may generate as much as \$300,000 annually, were and continue to be pursued. The division's budget and staffing levels were reduced by 35 percent, and user fees were increased to reflect the cost of providing service"
(<http://dnr.metrokc.gov/parks/transition-plan/>).

"The blueprint for this transformation is the Parks Business Plan, which was developed by King County Executive Ron Sims and the Parks Division based on the work of two citizen groups and an unprecedented outreach program involving thousands of citizens. Unveiled in June 2002, the plan embraced a broad new, entrepreneurial

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approach to doing business and outlined fundamental changes in policy and operations. The plan involved focusing on the division's regional assets and seeking out new ways to generate money through partnerships, fees, naming rights, advertising and concessions" (<http://dnr.metrokc.gov/parks/transition-plan/>).

"...The Marymoor amphitheater will generate revenue for King County Parks and reduce dependence on general taxes during lean economic times."
-Seattle Post Intelligencer

Some of the strategies for revenue enhancement included the following (<http://dnr.metrokc.gov/parks/transition-plan/pdf/revenue-enhancement.pdf>):

- ⇒ User fee increases
- ⇒ Employee driven revenue/efficiency committee
- ⇒ Naming rights and advertising
- ⇒ Increased concession revenues
- ⇒ The creation of a Foundation
- ⇒ Pursuing Grants for stewardship, maintenance and operation

"By putting the Business Plan into action, the dependence of parks system on general taxes is now greatly reduced. Funding challenges remain for the Parks Division, but the significant progress to date in reshaping the parks system through the Business Plan has built a strong foundation on which the legacy of the regional parks system can be preserved" (<http://dnr.metrokc.gov/parks/transition-plan/>)

Best Practice Interviews

Municipality/Organization	Interviewee/Position	Aspects a successful park	Financial Management Model Utilized	Three Most Important Trends Influencing Park Development	Changes in Park programs in the next 5 to Ten years	Is programming for parks becoming a requirement?	New elements
Calgary	Kyle Ripley, City Parks Planner	<p>Prince's Island Park: Is a hub for regional pathway network systems that make it a natural gathering space.</p> <p>The location of the nearby Eau Claire Market creates a synergy between the mixed uses.</p> <p>Has nodes of various uses including the Riverside Café which has been successful in creating interest and drawing people to the park during different times of the day.</p> <p>Has a purpose built stage which makes it attractive for its ease of use.</p>	<p>The majority of funds are received through public taxes.</p> <p>Funds are also generated through the use of corporate naming as is the case with the Enmax Stage.</p> <p>Parks Managers are looking at other possible means of fund generation such as leasing opportunities, advertising in parks and through the sale of some less used park land.</p>	<ol style="list-style-type: none"> 1. Ensuring sustainability - spending enough on capital developments to reduce operational costs later. 2. Revenue generation to reduce operational costs through components that create a node such as a coffee shop or concession. 3. Flexibility of park spaces to accommodate future needs 	<p>Changes in programs and special events will include the increase of non traditional sport user groups such as ultimate and cricket.</p> <p>As parkland volume and the need to do more with less increases, we will see increases in the number of programs operated under the user pay system, as well as increases in the amount of fees for special events and programs users already pay for.</p>	<p>Programming for some parks is required due to lower functioning design, however well designed parks will continue to encourage use.</p>	<p>Millennium Park (skate park)</p> <p>Increased festival spaces (Millennium Park is also design for festival use)</p> <p>Increasing the number of hubs – increasing the integration between surrounding development and park space.</p>
Grande Prairie	Lindsey Juniper, Parks Planner	<p>Muskiseepi Park: Has a variety of facilities including a band shell, lawn bowling, museum, skate park, outdoor pool, trails, winter ice skating, summer fishing.</p>	No answer]	<ol style="list-style-type: none"> 1. 'Xerscaping' – shift towards low maintenance shrub beds. 2. The use of park development standards 3. Metal play structures 	No answer	No answer	<p>Community Knowledge Campus (CKC)</p> <p>Existing facilities: Catholic School Football Field with shale track Twin ice arena Community Gym 2 baseball diamonds</p> <p>Planned and potential facilities: Outdoor long track speed skating oval around existing track Tennis courts Additional baseball diamonds Public school Additional football field Soccer pitches Library Indoor swimming pool</p>
Kelowna	David Lange, Park Planning & Administration Supervisor	<p>Jack Robertson Park: Visually interesting, safe, inviting appearance Good visibility into park from surrounding neighbourhood Variety of programmed and informal activities Accessible to range of demographic groups Central and accessible location within the community</p>	N/A – question misinterpreted	<ol style="list-style-type: none"> 1. Crime prevention 2. Shifting needs – increased passive opportunities, increased demand for integration. 3. Naturalization of Parks 4. Increased demand for alternative recreational opportunities i.e. Disc golf, specialized dog parks, mountain bike terrain parks. 	<p>Programs: Shift toward community development model – increased role of interest groups in planning, development and funding.</p> <p>Also a shift in cooperation between all levels of government.</p> <p>Special Events: With an increasing demand for special events a strategy is being devised to identify which parks are a best fit for special events and then making those parks more resilient/friendly.</p>	<p>Programming of tournaments and events are beneficial to the health and wellbeing of our citizens and to the business sector.</p> <p>“Social equalizer” programs are being encouraged. (no cost or affordable programs of interest to a wide range of socio – economic groups.</p> <p>A balance between both types of programs is important.</p>	<p>Facilities: Development of a Cultural District Botanical Gardens Specialized Dog Parks Special event amenities</p> <p>Programs: Liveable Cities Programs Parks Alive program Urban Forestry programs Progressive IPM and environmental appreciation programs Integrated seniors programs</p> <p>Events: Guinness Tree Planting Record Days of Wine and Roses Dickens Festival Dragon Boat Festival</p>

Appendix A

Municipality/Organization	Interviewee/Position	Aspects a successful park	Financial Management Model Utilized	Most Important Trends Influencing Park Development	Changes in Park programs in the next 5 to Ten years	Is programming for parks becoming a requirement?	New elements
City of Medicine Hat	Young, City Parks Manager	Kin Coulee Park is accessible, is in a good location, offers a mix of passive and active areas, is well maintained, is big enough to host major special events and offers a variety of facilities and amenities	100% funding from by municipal taxes.	Water conservation The need for more passive than active outdoor recreation pursuits More outdoor recreation programs utilizing park indoor facilities.	More environmental educational programs Non traditional outdoor recreation opportunities will be in place such as skate parks and mountain bike tracks.	Programming for parks is becoming a moderate requirement. Some programs offered in the past are being requested again.	A fully accessible playground in future major park development. The use of "xeriscaping" design
Meewasin Valley No Reply	Lloyd Isaac, Manager of Design and Development Meewasin Valley Authority						
City of Regina	Kerry Hills, Co-Ordinator, Open Space and Facility Planning	Victoria Park: a downtown focal point a Place not a Space used daily by various groups of people - the business people out for lunch time stroll; the youth hanging out; the elderly for a visit, etc. the main outdoor festival venue for the City. Has a design and landscape that lends itself to being more passive in nature. a means of connecting people to places by its pathway system.	Parks are built and improved through the capital budget and maintained through the operating budget.	1. Strategic Alliances 2. Efficiency and Effectiveness 3. Market Driven Planning 4. Carrying capacity is a challenge in the most popular parks.	Programs: Parks will continue to be programmed as venues for sports, recreation and culture. Increasing pressure for parks to be people places and passive in nature. Events: Special events will continue to be the cultural exchange for parks. Organizations want to be able to connect venues to people and parks are the natural choice.	Two main issues. a) People want to see Neighbourhood Parks more passive. Places to come out and walk, run, stroll, fly a kite, sit and read, play frisbee, enjoy the day. b) There seems to be a building backlash against organized sports in neighbourhood parks. The result: An increased pressure on park programmers and municipalities to separate active and passive parks.	Climbing rocks, skate parks, and water play seem to be three current programming trends.
City of Saskatoon	Alan Otterbein, Landscape Development Coordinator Kevin Kitchen, Acting Manager, Neighbourhood Services Section	Kinsmen Park: Well used Close to other amenities such as: Art galleries Performing arts venues River Park system Contains a variety of activities Well programmed during summer Close to high population density Lakeview Park (neighbourhood park): Quality of green space – layout, many trees, irrigated, pathway linkages. Variety of amenities Accessible and used by various age groups Geographic centre of neighbourhood – Accessible to residents	Tax levies are used for neighbourhood parks, but this does not allow for funding of upgrades to district, multi-district or special use parks levelling some parks needing upgrades but no funding is available for this.	1. Increase in Senior population - impacts program and functional design requirements. 2. Increased demand for sports fields that can accommodate a Variety of sports – ie. Soccer, ultimate Frisbee, rugby. 3. Shift to naturalized parks – impacts management practices and requires public education to shift expectations about what parks should look like.	Increased demand for passive recreation opportunities, linkages and flexible active recreation areas within parks. Need to weight the design of some parks towards passive activities and other towards active activities. This needs to be coordinated at all levels of park provision.	Programming is necessary however not for all parks. There needs to be a balance between programmed and non-programmed parks.	1. Skate park and skateboarding areas: - Centrally located skate park is being constructed. - Smaller skate boarding features (Skate Spots) are being installed in neighbourhoods for younger skaters 2. Soccer and other team sports built for various users and with the capacity to shift to reduce wear. 3. Linear Parks and linkages

Municipality/Organization	Interviewee/Position	Aspects a successful park	Financial Management Model Utilized	Three Most Important Trends Influencing Park Development	Changes in Park programs in the next 5 to Ten years	Is programming for parks becoming a requirement?	New elements
City of Winnipeg	John Kiernan, Coordinator of Parks, River Banks and Community Initiatives.	<p>The Forks: is at the heart of the city water access extensively programmed Destination creating year round programs Niche market targeting - people like to go where they have been before</p> <p>offers a variety of experiences balanced development developed over time - people have new reasons to come.</p>	<p>The Forks tri party agreement with partner representatives on a board and a Chief Operating Officer . Utilizes incubation loans The model is similar to Eau Clair in Calgary in that the commercial aspect is meant to make it self sufficient.</p> <p>Asinaboin Park Special Operating Agency, operating structure.</p>	<p>Note: Winnipeg experiences limited growth, thus the City focus is on the redevelopment of older areas</p> <ol style="list-style-type: none"> 1. The need to balance recreation opportunities with play structures while attempting to meet the needs of changing demographics. 2. The growing trend of increasing safety at the expense of challenge and interest, creating the need to use safe elements in a creative way. 3. The need to engage the pre teen and teen age groups. Those that are not in sport after the age of six are in effect abandoned by traditional models; so begins the battle of Play Station versus playground. 4. Many of the successful parks are now struggling with carrying capacity issues. 	<p>Programs -- need to be less time. Increased linear based programs.</p> <p>Special events - Sponsored events are increasing. Events that have a fundraising component.</p>	<p>For parks, More focus should be placed on leisure programming which involves integrated programming or cross programming and resource sharing.</p>	<p>The opening and assigning of 80km of trails will be the focus for this year.</p>
Lethbridge	Dave Mitchell, Parks Planning Manager-Community Services	<p>Henderson Park: Centrally located (city grew up around the park) Variety of amenities to serve all ages and seasons Access to water Social gathering place Well designed for mixed uses</p>	<p>Capital projects have been funded with a three party agreement between the City, the community and the provincial government.</p> <p>The city has in the past tendered parks (not standard practice). City will contract out some elements of work.</p> <p>Maintenance agreements exist with community groups for Softball Valley (traditional agreement for not profit operators) and Sherring Sports Field Complex (experimental agreement designed to help resolve challenges faced by community organizations in managing staff.)</p> <p>Experimental agreement -- The park and facilities are constructed by the developer and maintained by them for one year. A specially formed administrative board appointed by Council will operate the facility. Programming and maintenance will be contracted out. Formal review of this arrangement takes place after 3 years.</p>	No answer	<p>Interpretive programs will continue and by targeting participation may increase.</p> <p>Municipally funded leader led programs will decrease and the provision of these programs by other groups with diverse mandates will increase.</p> <p>Municipalities will then direct increased funding towards the development and redevelopment of infrastructure</p>	<p>Special events programming is important, and will increasingly require the provision of support services.</p> <p>Municipalities will be less and less involved with direct programming and more involved in a supporting role for these programs.</p> <p>By-law enforcement and vandalism control will need to increase as programming increases.</p>	<p>Artificial outdoor skating surface Summer fountain</p>

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- ⁱ Green Space Acquisition and Stewardship In Canada's Urban Municipalities, 2004, Evergreen
- ⁱⁱ Space for People: targeting action for woodland access, 2004, Woodland Trust <http://www.woodland-trust.org.uk/publications/index.htm>
- ⁱⁱⁱ A Review of Current Approaches to Performance Measurement in Protected Area Management, Committee on National Parks and Protected Area Management, September 2002.
- ^{iv} Dunnett, N., Swanwick, C., and Woolley, H., *Improving Urban Parks, Play Areas and Green Spaces*, Department of Transport Local Government Regions, May 2002.
- ^v Business Plan Initiative, National Parks Conservation Association; http://www.npca.org/across_the_nation/americansfornationalparks/learn_more/park_data/business_plan.asp
- ^{vi} Parks Business Plan, King County; <http://dnr.metrokc.gov/parks/transition-plan/>

Park Management and Development Trends

The following pages identify trends in six theme areas which influence park and recreation management. The themes include population growth, education levels, technology, park management and funding, environmental awareness and recreation participation.

Each trend is identified and associated to the City of Red Deer and the Special Gathering Places. The information illustrates that any one management issue may be influenced by a variety of diverse trends.

Influence of Trends on Parks	Trend Highlights	Implication to Red Deer & The Special Gathering Places
Population Growth		
<ul style="list-style-type: none"> Increasing density of residential development and rising population growth rates are placing greater emphasis on the importance of designating land for community parks. In addition to more parks¹, there will be an increasing need to provide more varied amenities than traditional neighbourhood parks that served a lower density population have in the past². 	<ul style="list-style-type: none"> Increasing development density is creating the need to provide more varied amenities within parks which are being used by more people today than ever before. 	<ul style="list-style-type: none"> All four Special Gathering Areas will be expected to serve Red Deer's rapidly expanding population. The Riverlands project which includes the development of high-density residential areas in the inner city and the relocation of light industrial buildings to the eastern borders of the city will place particular emphasis on the increased use of Bower Ponds.
<ul style="list-style-type: none"> The role parks play in communities socially, economically, environmentally and culturally is changing. Use of parks declined as people began to spend more time at work, in front of a television/computer, at indoor fitness and health facilities or at shopping malls³. Recently, the potential role of parks in reversing the health and social consequences of this inactivity and creating and enhancing community vitality is being recognized and supported. The following are a few examples of the variety of roles parks have in communities: <p><u>Social Roles:</u></p> <ul style="list-style-type: none"> To promote active lifestyle choices and thus reducing the burden of illness Meeting and gathering places 	<ul style="list-style-type: none"> Parks are being looked upon to meet a diversity of social, economic and environmental needs. 	<ul style="list-style-type: none"> Park design and management needs to be innovative and adaptable to accommodate changing and diverse needs. Parks managers and programmers will need to constantly adapt in order to provide a range of opportunities for outdoor recreation, leisure and nature appreciation.

Influence of Trends on Parks	Trend Highlights	Implication to Red Deer & The Special Gathering Places
<ul style="list-style-type: none"> • To promote social cohesion • Venue for non-profit fundraising events • To provide “opportunities to gainfully occupy and positively influence youth”⁴ <p><u>Economic Roles:</u></p> <ul style="list-style-type: none"> • Provide revenue opportunities for increased cost recovery of park operation and maintenance • Venue for events such as concerts which attract tourism dollars that impact the community as a whole <p><u>Environmental Roles:</u></p> <ul style="list-style-type: none"> • To provide opportunities to increase environmental awareness and stewardship • Park pathways as part of a whole pathway system are used to further environmental goals in the promotion of alternative modes of transportation • Parks or portions of parks are being designated as protected areas. 		
<ul style="list-style-type: none"> • As development density within cities increases, parks are and will be expected to give urbanites wilderness experiences close to home². 	<ul style="list-style-type: none"> • There will be an increasing demand for wilderness experiences. 	<ul style="list-style-type: none"> • Waskasoo Park already provides extensive wilderness access close to home, the City needs to understand how to best manage future development and not detract from the wilderness experience.
<ul style="list-style-type: none"> • As development increases, community members are placing progressively higher values on urban open spaces. As a result alternative development strategies such as Smart Growth and the concept of walkable communities are emerging. <ul style="list-style-type: none"> ○ Smart Growth is concerned with finding solutions to urban sprawl. The development of open space systems is one Smart Growth Trend⁵. 	<ul style="list-style-type: none"> • There is a movement towards increasing development density to limit urban sprawl. • A shift towards the promotion of alternative forms of transportation is occurring. • Increasing value is being placed on the role of parks and trails in increasing community health and vitality. 	<ul style="list-style-type: none"> • Red Deer has an extensive trail and park system that will need to be maintained and developed to manage the potential for conflicting use caused by inner city density. • Bower Ponds is located centrally and will play a key role in the walkability of Red Deer. • Continued maintenance of large tracts of open space at Three Mile Bend and River Bend will support this need as the city grows to the north

Influence of Trends on Parks	Trend Highlights	Implication to Red Deer & The Special Gathering Places
<ul style="list-style-type: none"> ○ Walkable communities promote alternative forms of transportation, as well as the idea of increasing the health and vitality of a community through linkages of pathways and parks⁶. 		<p>east</p>
<ul style="list-style-type: none"> • Parks located close to urban centres have experienced management challenges relating to crime, vandalism, arson, and traffic congestion due to increased usage, over and above higher recreational and resource management concerns². 	<ul style="list-style-type: none"> • Increased urban park usage may led to increases in crime related activities and traffic congestion. 	<ul style="list-style-type: none"> • Increasing park usage can be expected to aggravate existing traffic issues in the Special Gathering Places, such as those identified at Heritage Ranch and for special events at Bower Ponds. • Factors that need to be considered in Red Deer⁹: <ul style="list-style-type: none"> ▪ Rapid growth ▪ In-migration of younger age groups ▪ The City's urban/regional centre characteristics • The Crime Prevention and Policing Strategy calls for strong linkages between neighbourhoods, the community, social agencies, the City and the justice system⁹. Parks programming could compliment this direction. • The crime levels and trends in Waskasoo Park and the Special Gathering areas should be considered in the prevention strategy.
<ul style="list-style-type: none"> • Today's 50+ age group is the healthiest and wealthiest ever, and this group is showing a strong interest in nature-based activities¹. • With an ever increasing life expectancy and continued deinstitutionalization of elderly persons, this age group will be one of the largest consumer and support groups of parks and leisure services^{7&1}. • There will be a need for increased focus on access to parks and activities within them as 	<ul style="list-style-type: none"> • The 50+ group is expected to be a significant consumer and supporter of parks and leisure services. • Parks facilities, programs and services will need to be monitored for their level of accessibility to the growing 50+ age group. • People aged 24 and younger are less active in outdoor sport than the baby boomer cohort. 	<ul style="list-style-type: none"> • While Red Deer's population is generally following the aging trend, it is also experiencing an influx of new residents in the younger age groups (18 – 25 years). The growth in both of these age groups is relatively unique and will require parks facilities, programs and services to be attractive to two key age groups (18 to 25 and 50+ years) with opposing recreation and leisure participation levels i.e. active versus passive. • Red Deer is sensitive to the evolving needs of its population and should continue to strive to engage

Influence of Trends on Parks	Trend Highlights	Implication to Red Deer & The Special Gathering Places
<p>the older population become less physically able.¹</p> <ul style="list-style-type: none"> Children born after 1981 will be a challenge to attract. This group tends to participate 10 to 20% less in outdoor recreation than babyboomers². 		<p>these diverse cohorts in recreation and leisure.</p>
<ul style="list-style-type: none"> The number of children per family is dropping and the number of couples with no children continues to rise. The changing face of demographics will give parks the opportunity to play a dynamic role in meeting a diversity of needs. Planners and programmers will need to alter the types of activities, settings and experiences they offer⁸. eg. A shift from active sport based activities to more passive unstructured activities will have an impact on the type of facilities offered. 	<ul style="list-style-type: none"> In Canada, the trend of fewer children being born continues. This trend will impact the types of park facilities, programs and services required. 	<ul style="list-style-type: none"> Red Deer should continue to monitor the portion of its population aged 5 and younger. The influx of 18 to 25 year olds to Red Deer may buoy the number of babies being born in Red Deer, creating a greater need for programs and services for this age group than in other centres.
Education Levels		
<ul style="list-style-type: none"> There is a significant correlation between park visitation and higher education levels. A higher proportion of park users possess higher levels of education⁵. The philosophy of life long learning has taken hold over the past several years, Parks programmers need to continuously meet a growing demand for a higher level of educational programs and services¹. 	<ul style="list-style-type: none"> Parks visitors generally possess a high level of education which combined with a commitment to lifelong learning, will drive a demand for more choices of more sophisticated educational programs. 	<ul style="list-style-type: none"> It will be necessary to evaluate the existing educational programs offered by Waskasoo Park to ensure they continue to meet the demands of park visitors.
<ul style="list-style-type: none"> Today's park visitors are at the same time a park's greatest advocate and worst critic. They are educated and often well traveled and aware of other leisure opportunities. While enthusiastic to know about an area, 	<ul style="list-style-type: none"> Park visitors now tend to challenge park management practices more often. 	<ul style="list-style-type: none"> The City of Red Deer already includes the public in planning and development processes. If not already in place, the establishment of a feedback loop may be worth considering.

Influence of Trends on Parks	Trend Highlights	Implication to Red Deer & The Special Gathering Places
they are sophisticated enough to support or challenge park management practices ¹ .		
Technology		
<ul style="list-style-type: none"> Increased access to television and the internet has made these two passive pursuits by far the largest competition for recreation and parks services⁴. Park managers have new options for getting information to the consumer. The internet has become a valuable tool in park promotion; however there are other means of information distribution on the horizon that could potentially have a huge impact on the quality of a park visit for both the visitor and the operator. <ul style="list-style-type: none"> Managers and visitors will be able to instantaneously access Geographical Positioning Systems (GPS) and Geographical Information Systems (GIS) from anywhere any time¹. Technology will aid wildlife observation through cross referencing sound recordings with a data base that then offers access to maps, habitat information and other species specific records. People are comfortable with advanced technology and it is possible they will carry the necessary equipment with them into parks¹. The rapid, inexpensive and effective global transfer of information allows for the exchange of knowledge. Park management knowledge is accessible through a number of World Wide Web networks such as the Leisure Information Network and the Country Side Agency: Green Space Management 	<ul style="list-style-type: none"> The internet and television are parks' greatest completion for consumers' time and at the same time an excellent tool for reaching them. New technology has created cutting edge ways of providing instantaneous information about a visitor's location in a park and their surroundings including park amenities, heritage and wildlife. Park managers have increasing access to global management practice information. The numbers of home based businesses or remote points of access are on the rise, creating flexible hours for many people. As a result, more people are at home and using neighbourhood facilities during the day. 	<ul style="list-style-type: none"> Red Deer's growing population of the 18 to 24 year age group will pose the greatest challenge to Red Deer's park programmers. They are both highly computer savvy and less interested in outdoor recreation and leisure pursuits than older cohorts. Special Gathering Place programmers have the opportunity to attract this group by finding ways to incorporate technology into programs. The City of Red Deer has been developing an Ecological Management System (EMS) which is a database/mapping inventory system to record ecological assets⁶. The information developed for the EMS will then be used for the Geographic Information System (GIS). These systems are intended primarily for internal use. Considering Waskasoo's opportunity for access to wilderness and wildlife combined with the high number of technologically inclined potential park users, Red Deer may wish to explore how the new technology can be utilized to deepen the experience of park visitors. The City of Red Deer has the opportunity to share information and ideas with other park managers increasing its capacity to be innovative and adaptable. Due to lower travel trips Waskasoo Park will attract residents and potentially Albertan tourists. It will also compete for tourism with parks that it traditionally might not have. This should be considered in any marketing plans. The Heritage Ranch site has been used for off site meetings in the past however the building's current

Influence of Trends on Parks	Trend Highlights	Implication to Red Deer & The Special Gathering Places
<p>Network.</p> <ul style="list-style-type: none"> Businesses are able to conduct activities outside of the traditional office environment, and employees are moving into home offices and other strategic locations creating flexible hours for leisure participation and more people using neighbourhood facilities during the day⁶. 		<p>design and amenities limit its capabilities. With some redesign and the addition of technological upgrades such as wireless internet access, the site has potential to host high end corporate retreats, and/or off-site meetings and workshops.</p> <ul style="list-style-type: none"> The Special Gathering Places may experience an increase in usage by certain groups at non-traditional times. The need for services and programs during these times should be monitored to ensure effective and efficient delivery.
Park Management and Funding		
<ul style="list-style-type: none"> Professionalism within the park management field is gaining importance in the preservation of environmental and cultural resources. With the increase of public involvement, and new ways of funding, managers are required to have specialized knowledge and skills. The provision of parks and related education programs is increasing in Canada and the USA¹. Institutions are increasingly offering education in the field of outdoor education, recreation management and parks management.² 	<ul style="list-style-type: none"> Skills such as facilitation and financial management are increasingly required. In answer to this demand, educational institutions are offering this specialized education. 	<ul style="list-style-type: none"> The need for specialized programming exists in Canada and it is increasing. However, educational institutions in Alberta are not responding with the provision of appropriate programs. In fact the opposite trend appears to be occurring as the Red Deer community college recently dropped a two year program in recreation and leisure studies, and it now only offers a one year transfer program.
<ul style="list-style-type: none"> There exists a widespread demand for knowledge exchange in the area of park management and development strategies.² 	<ul style="list-style-type: none"> There is a rising desire and need for park management knowledge exchange. 	<ul style="list-style-type: none"> Red Deer ought to ensure Waskasoo Park management practices are available to colleagues through the web and conference sessions.
<ul style="list-style-type: none"> Movement towards broad range service provision – the nature tourism industry is maximizing its return by creating innovative pricing strategies that make parks accessible to diverse visitors¹. 	<ul style="list-style-type: none"> By providing a broad range of services at various prices, parks are more accessible. 	<ul style="list-style-type: none"> The City of Red Deer should continue to be mindful of the need for accessibility.
<ul style="list-style-type: none"> Pressures on governments and national parks organizations for a higher level of accountability and transparency have resulted in fervent public participation in park 	<ul style="list-style-type: none"> The public at large are demanding to be included in parks development and management. 	<ul style="list-style-type: none"> The City of Red Deer understands the value of public participation and continues to involve residents in planning projects.

Influence of Trends on Parks	Trend Highlights	Implication to Red Deer & The Special Gathering Places
<p>development, management and operation¹.</p> <ul style="list-style-type: none"> Rising environmental awareness and increasing pressure to set aside more park space is not being followed up with public funds for appropriate management practices¹. In some cases this dilemma has led to poor maintenance and environmental degradation. Increases in the size and number of parks and park areas, and the lack of forthcoming funding is resulting in financial needs over and above current funding, as well as degradation in the quality of park environments and amenities. It is also increasing their dependence on the not for profit and profit sectors and volunteers². 	<ul style="list-style-type: none"> Park managers are under pressure to continue to maintain park quality without increased funding. 	<ul style="list-style-type: none"> The City of Red Deer should be prepared to support any approved park developments in a sustainable way. The need for alternative sources of revenue may be inevitable. Outdoor recreation, nature based, environmental and leisure programs, if well managed, provide excellent revenue potential for both the tourist and the resident.
<ul style="list-style-type: none"> To deal with the new role parks are taking on in our society, increasing numbers of visitors and reduced funding from governments, there has been a shift toward the parastatal model of parks management. A parastatal is a public sector organization with private sector elements incorporated such as the ability to generate and retain revenue, enter into legal contracts, and to construct human resource management rules outside of the government rules⁹. The Parastatal model increases the opportunity for cost recovery and self efficiency¹. Canadian Park Agencies using the parastatal model include¹: <ul style="list-style-type: none"> Parks Canada Ontario Provincial Parks <p>This trend is being driven by factors which include⁷:</p>	<ul style="list-style-type: none"> Movement towards alternate management forms to maximize management protection of parks and open spaces and to take advantage of alternate sources of funds. 	<ul style="list-style-type: none"> Red Deer already uses a partnership model for managing the River Bend Recreation Node. In the future, there may be opportunities to see if this would work at other park areas.

Influence of Trends on Parks	Trend Highlights	Implication to Red Deer & The Special Gathering Places
<ul style="list-style-type: none"> • The desire of governments to reduce the burden on budgets. • General demand for better management and increased efficiency towards a more business like organization. • Increased demand for parks and protected areas to become more accountable and participatory. This often means the involvement of the not-for-profit sector. 		
<ul style="list-style-type: none"> • As parks' funding sources shift to user fees and charges, higher levels of service demands are leading to more of a visitor-centred¹ approach. • In order to provide a product visitors will respond to over time, parks managers are focusing more attention on visitor demands in terms of the quality of the programs and services offered⁷. 	<ul style="list-style-type: none"> • A user fee model creates the demand for higher levels of service. 	<ul style="list-style-type: none"> • Red Deer believes in providing universal access to its parks. Consideration of a fee structure to support development and operations would require a new municipal policy.
<ul style="list-style-type: none"> • National Parks are placing increasing emphasis on partnerships between governments and local community groups². 	<ul style="list-style-type: none"> • Private public partnerships are becoming more valuable in the area of park management. 	<ul style="list-style-type: none"> • The City of Red Deer has the opportunity to partner with organizations to build community through sponsored park programs and capital investments.
<p>The economic influence of Hubbert's Peak will create pressure on parks in the future to meet local resident's needs. Hubbert's Peak refers to the point at which inexpensive light oil supplies decrease, causing large increases in energy costs. As energy costs rise, international and long distance travel is expected to decrease¹. This decline is expected to begin any time in the next five to ten years. As travel decreases people will travel shorter distances and the use of parks close to and in urban settings will increase. Parks that are equipped to generate energy could stand to gain financially¹.</p>	<ul style="list-style-type: none"> • As travel costs rise people will tend to stay closer to home for their longer holidays, thus an increase in the use of urban and regional parks should be planned for 	<ul style="list-style-type: none"> • If energy costs continue to rise as predicted, Waskasoo Park will be under even greater demand to provide park programs and services for citizens of Red Deer and surrounding area and their diverse needs.

Influence of Trends on Parks	Trend Highlights	Implication to Red Deer & The Special Gathering Places
Environmental Awareness		
<ul style="list-style-type: none"> Balancing a park's recreational mandate with its preservation mandate is becoming more of a concern within the industry with pressures for more outdoor recreational opportunities, rising environmental awareness, pressure to preserve open space and the view towards parks for renewable and non renewable resource exploitation². 	<ul style="list-style-type: none"> Balancing the recreational mandate of a park with its preservation mandate is becoming more challenging. 	<ul style="list-style-type: none"> The City of Red Deer already considers environmental issues in park development and is committed to continue doing so in its Environmental Discussion paper.
<ul style="list-style-type: none"> Balanced use of parks on a group or regional basis is being increasingly considered² to deal with environmental management issues. 		<ul style="list-style-type: none"> The City of Red Deer has the opportunity to designate land uses between the various areas of Waskasoo Park that balance recreational and preservation needs.
<ul style="list-style-type: none"> Park managers have progressively been dealing with environmental threats beyond the borders of their parks, such as climate change, to the point where ecosystem management is a long-term cooperative venture². The management of parks now requires the collaboration of various organizations to identify common problems and solutions to outside threats². 	<ul style="list-style-type: none"> The challenge against climate change has become a long-term cooperative venture. 	<ul style="list-style-type: none"> The following is a list of possible Environmental Partnerships the City of Red Deer is either participating in or eligible to participate in¹⁰. Partnerships Red Deer does not participate in: <ul style="list-style-type: none"> ➤ Canada's Climate Change Voluntary Challenge and Registry (VCR) ➤ Partners for Climate Change ➤ Clean Air Strategic Alliance ➤ Parkland Airshed Management Zone Association ➤ Municipal Building Retrofit Program ➤ Canada Green Building Council ➤ Mariah Energy Corporation ➤ Fleet Vehicle Program: Fleetsmart ➤ Climate Change Central ➤ Alberta Urban Municipal Association Energy Management Project Action Plan ➤ Energy Innovators Initiative

Influence of Trends on Parks	Trend Highlights	Implication to Red Deer & The Special Gathering Places																																	
		<p>Partnerships Red Deer does participate in:</p> <ul style="list-style-type: none"> ✓ Red Deer River Clean up ✓ Greenmax ✓ Tire Recycling Management Association of Alberta 																																	
<ul style="list-style-type: none"> Impacts of climate change on parks include recreational use patterns that correlate to weather pattern changes - cooler climates may become more desirable for outdoor activities, snow based activity may decrease or change and concern for risk of exposure will rise¹. 	<ul style="list-style-type: none"> Outdoor recreation and leisure patterns will be affected by climate change. 	<ul style="list-style-type: none"> Planning for long terms needs means the possible effects of climate change on outdoor recreation participation patterns must be considered. 																																	
<ul style="list-style-type: none"> The significance of the economic, social and physical benefits of parks is ever more critical in their preservation. It is increasingly important that these benefits be accurate, factual and communicated². 	<ul style="list-style-type: none"> In the face of rapid growth and development, proving the benefits of parks and open spaces will be key in land preservation and funding. 	<ul style="list-style-type: none"> Once the new plan for Waskasoo Park is in place, educational promotions and social marketing regarding the value and benefits of parks might foster greater awareness and use among citizens. 																																	
Recreation Participation (based on a summary of the 1996, 2000 and 2004 Alberta Recreation Surveys. The summary is attached in Appendix A.)																																			
<ul style="list-style-type: none"> The top ten activities Albertans reported participating in over the last year, and the participation trends since 1996. <table border="1"> <thead> <tr> <th>Activity</th><th>% Household Participation 2004</th><th>Trend (1996 to 2004) Up / Down / Fluctuating</th></tr> </thead> <tbody> <tr><td>1. Walking for pleasure</td><td>93.0</td><td>Up</td></tr> <tr><td>2. Gardening</td><td>72.1</td><td>Up</td></tr> <tr><td>3. Attending a Fair or Festival</td><td>56.7</td><td>Down</td></tr> <tr><td>4. Bicycling</td><td>56.0</td><td>Down</td></tr> <tr><td>5. Swimming (pools)</td><td>54.1</td><td>Fluctuating/steady</td></tr> <tr><td>6. Visiting a Museum/Gallery</td><td>50.9</td><td>Down</td></tr> <tr><td>7. Overnight Camping</td><td>45.3</td><td>Down</td></tr> <tr><td>8. Golf</td><td>44.9</td><td>Fluctuating/steady</td></tr> <tr><td>9. Attending Educational Courses</td><td>43.3</td><td>Fluctuating/steady</td></tr> <tr><td>10. Picnicking (city)</td><td>38.0</td><td>Fluctuating</td></tr> </tbody> </table>	Activity	% Household Participation 2004	Trend (1996 to 2004) Up / Down / Fluctuating	1. Walking for pleasure	93.0	Up	2. Gardening	72.1	Up	3. Attending a Fair or Festival	56.7	Down	4. Bicycling	56.0	Down	5. Swimming (pools)	54.1	Fluctuating/steady	6. Visiting a Museum/Gallery	50.9	Down	7. Overnight Camping	45.3	Down	8. Golf	44.9	Fluctuating/steady	9. Attending Educational Courses	43.3	Fluctuating/steady	10. Picnicking (city)	38.0	Fluctuating	<ul style="list-style-type: none"> Walking and gardening continue to increase in popularity and participation. Albertans are participating mostly in informal or unstructured recreation and leisure activities. 	<ul style="list-style-type: none"> Waskasoo has the opportunity to continue providing informal and unstructured activities to Red Deer residents.
Activity	% Household Participation 2004	Trend (1996 to 2004) Up / Down / Fluctuating																																	
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<ul style="list-style-type: none"> Walking for pleasure continues to be the top activity (of all activities) participated in by Alberta Recreation Survey respondents. Over the past eight years walking for pleasure has increased. 	<ul style="list-style-type: none"> All types of walking are important to Albertans especially walking on streets and trails. 	<ul style="list-style-type: none"> Waskasoo Park and the Special Gathering Places already have extensive walking trails and Red Deer should continue to ensure that existing paths meet the needs of its residents. 																																	

Influence of Trends on Parks	Trend Highlights	Implication to Red Deer & The Special Gathering Places																		
<ul style="list-style-type: none">The participation trend is up in the following four types of walking over the eight years between 1996-2004: Walking on streets 83.7% Walking on trails 69.0% Walking as transportation 42.3% Walking a pet 35.1%																				
<ul style="list-style-type: none">While the overall trend in household participation in bicycling was down in 2004 since 1996, it was still the top physically active/exercise oriented activity after walking.<ul style="list-style-type: none">The participation trend is down in the following four types of bicycling over the eight years between 1996-2004: Cycling on streets 48.6% Cycling on trails 38.5% Cycling as transportation 22.2% Mountain Biking 11.4% Long Distance Touring 3.9%	<ul style="list-style-type: none">As a physical activity other than walking bicycling had the highest participation rate per Albertan household.	<ul style="list-style-type: none">Waskasoo Park bicycle accessible trails should be monitored to encourage safe use and to ensure needs for cycling as an alternative mode of transportation are being met.																		
<p>Reasons for Participation in Favourite Activities:</p> <ul style="list-style-type: none">Respondents reported that the top five <i>very important reasons</i> for participating in their favourite activities were:<table><tr><td></td><td>2004</td><td>2000</td></tr><tr><td>1. Physical health and exercise</td><td>54.9%</td><td>52.3</td></tr><tr><td>2. For pleasure</td><td>52.6%</td><td>54.9</td></tr><tr><td>3. To enjoy nature</td><td>41.1%</td><td>41.6</td></tr><tr><td>4. To relax</td><td>39.5%</td><td>41.7</td></tr><tr><td>5. To be with family</td><td>33.6%</td><td>32.9</td></tr></table> Some slight shifts have occurred. Physical health and exercise was most important to respondents in 2004, where as participating for pleasure was more important in 2000.		2004	2000	1. Physical health and exercise	54.9%	52.3	2. For pleasure	52.6%	54.9	3. To enjoy nature	41.1%	41.6	4. To relax	39.5%	41.7	5. To be with family	33.6%	32.9	<ul style="list-style-type: none">Albertans participate in their favourite activities for physical, mental and social health benefits.	<ul style="list-style-type: none">Red Deer is aware of the values of participation in recreation leisure activities and should continue to promote these valued benefits.
	2004	2000																		
1. Physical health and exercise	54.9%	52.3																		
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Influence of Trends on Parks	Trend Highlights	Implication to Red Deer & The Special Gathering Places
<ul style="list-style-type: none"> Respondents reported that the top five <i>not important reasons</i> for participating in their favourite activities were: <ol style="list-style-type: none"> To be away from family 67.4% To compete with others 60.7% To show others you can do it 57.9% To be alone 40.8% To help community 37.6% 		
<p>Barriers to Participation in Recreation and Leisure Activities:</p> <ul style="list-style-type: none"> The four important or very important reasons for not starting an activity included: <ol style="list-style-type: none"> Charges for programs to much Rental and equipment costs Time conflicts with work, and Overcrowded facilities or areas. These reasons have changed slightly from 2000 when Albertans were more likely to not participate due to family commitments than overcrowded facilities. 	<ul style="list-style-type: none"> Barriers to participation are often related to the cost of money and time to participate. 	<ul style="list-style-type: none"> Red Deer is sensitive to these barrier and should continue offer creative program and service opportunities to overcome them.
<p>Recreation and Park Funding</p> <p>➤ The majority (77.5%) of participants in the 2004 Alberta Recreation Survey thought the average amount of \$116.00 (up from \$103.00 in 2000) Albertans pay per person per year on their taxes for recreation and parks services is reasonable. The 2000 average amount per person was also found to be reasonable by most (77.3%) respondents.</p> <p>Most respondents (65.3%) support a combination of taxes and user fees to fund recreation services and public parks, while only 21.5% supported tax based funding only. This is about the same as 2000 (down slightly from 66.4%).</p>	<ul style="list-style-type: none"> Albertans are aware of and support the need to supplement tax based funding with user fees for parks and recreation programs and services. 	<ul style="list-style-type: none"> Red Deer may wish to test the validity of this trend with its residents.

Appendix A

Outdoor Recreation Participation Trends

The Alberta Recreation Surveys from 1996, 2000 and 2004 offer the following information about Albertans' recreation and leisure participation.

Top Overall Activities:

- The following table illustrates the top ten activities Albertans reported participating in over the last year, and the participation trends since 1996.

Activity	% Household Participation 2004	Trend (1996 to 2004) Up / Down / Fluctuating
1. Walking for pleasure	93.0	Up
2. Gardening	72.1	Up
3. Attending a Fair or Festival	56.7	Down
4. Bicycling	56.0	Down
5. Swimming (pools)	54.1	Fluctuating/steady
6. Visiting a Museum/Gallery	50.9	Down
7. Overnight Camping	45.3	Down
8. Golf	44.9	Fluctuating/steady
9. Attending Educational Courses	43.3	Fluctuating/steady
10. Picnicking (city)	38.0	Fluctuating/steady

- Walking for pleasure continues to be the top activity participated in by Alberta Recreation Survey respondents. The following table tracks the increased participation in four types of walking over the eight year period between 1996 and 2004:

Walking Participation by Type	% of Households			
	1996	2000	2004	Trend
Walking on streets	78.6	81.6	83.7	Up
Walking on trails	62.9	65.7	69.0	Up
Walking as transportation	n/a	39.9	42.3	Up
Walking a pet	29.5	33.6	35.1	Up

- While the overall trend in household participation in bicycling was down in 2004 since 1996, after walking, bicycling was the top physically active/exercise oriented activity participated in by respondents. The following table tracks the participation trend of four types of bicycling between 1996 and 2004.

Bicycling Participation by Type	% of Households			
	1996	2000	2004	Trend
Cycling on streets	54.6	53.7	48.6	Down
Cycling on trails	44.7	42.1	38.5	Down
Cycling as transportation	26.9	24.3	22.2	Down
Mountain Biking	14.0	12.8	11.4	Down
Long Distance Touring	6.6	3.8	3.9	Down

The following table illustrates the household participation trends of various park related recreation and leisure activities over eight years between 1996 and 2004. It is intended to give a sense of the level of participation of the selected activities over time. Trends in participation may be influenced by various factors unique to each community including the number of certain facilities/programs available, age group growth and size, community culture, facility marketing and management, local economy and weather.

Outdoor Recreation Activities Household Participation Comparison 1996-2004

Outdoor Activity	% Household Participation			Trend (Up / Down / Fluctuating)
	1996	2000	2004	
Walking for pleasure	89.0	91.3	93.0	Up
Gardening	57.6	74.9	72.1	Up
Jogging/Running	30.5	32.8	35.6	Up
Snowboarding	n/a	13.1	13.3	Up
Skateboarding	7.5	8.8	10.4	Up
Rugby	0.2	2.7	2.7	Up
Motorized trail biking	2.5	4.6	5.1	Up
Attending educational courses	40.4	46.8	43.3	Fluctuating
Bowling/Lawn bowling	25.5	22.8	23.9	Fluctuating
Soccer	18.5	23.0	19.3	Fluctuating
Golf	44.0	46.6	44.9	Fluctuating
Picnicking (city)	36.7	35.7	38.0	Fluctuating
Day hiking	36.1	38.3	35.8	Fluctuating
Archery	5.4	4.2	4.9	Fluctuating
ATV/Off-road vehicles	12.9	10.0	11.6	Fluctuating
Canoeing	14.2	14.4	13.4	Fluctuating
River rafting	6.7	5.3	6.4	Fluctuating
Swimming (pools)	52.8	55.0	54.1	Fluctuating
Swimming (lakes, rivers, ponds)	33.8	33.9	32.6	Fluctuating
Tobogganing/Sledding	32.4	28.0	24.7	Fluctuating
Bird watching	16.7	18.6	17.9	Fluctuating
Mountain biking (off road)	14.0	18.1	16.4	Fluctuating
BMX	2.1	0.8	1.5	Fluctuating
Picnicking (countryside)	43.2	40.6	37.3	Down
Overnight camping	46.3	47.6	45.3	Down
Horseback/Trail riding	16.2	12.6	10.9	Down
Overnight backpacking	10.2	9.5	7.2	Down
Orienteering	4.5	2.8	1.9	Down
Fishing	34.8	31.5	29.3	Down
Snowmobiling	11.8	9	7.5	Down
Attending a fair or festival	n/a	59.6	56.7	Down
Bicycling	61.0	59.9	56.0	Down
Visiting a museum/Gallery	52.3	71.5	50.9	Down
Ice skating (not hockey)	38.8	33.7	29.6	Down
In-line skating	n/a	26.2	20.9	Down
Basketball	20.0	23.3	18.1	Down
Softball/Baseball	29.9	22.5	17.2	Down
Ice hockey	20.6	18.0	16.9	Down
Volleyball	18.7	16.4	13.6	Down
Tennis	16.9	12.9	11.2	Down
Cross-country skiing	18.1	16.7	11	Down
Track and field	11.7	9.7	8.3	Down
Football	11.3	9.1	7.7	Down

Participation in Outdoor Physical Activities:

- Outdoor activities such as tennis, skateboarding, track and field and BMX racing were among the top 21 exercise based activities participated in by respondent households in Alberta (2004 Alberta Recreation Survey).
- The top team sport participated in was indicated as soccer, followed closely by basketball, softball/baseball, ice hockey and volley ball (2004 Alberta Recreation Survey).
- The 20 favourite leisure activities included the outdoor activities of ice hockey and soccer. (2004 Alberta Recreation Survey).
- Ice hockey ranked higher in 2004 (10th) than in 2003 (14th). While soccer remained at about the same level of favour in 2004. Popularity of softball/baseball on the other hand dropped below the top 20 favourite activities between 2000 and 2004 (2004 Alberta Recreation Survey).
- Tennis was among the top 20 activities respondents most wanted to start in both 2004 and 2003.
- Tobogganing/sledding was participated in by just over one quarter of respondent households in the last year, about the same as last survey year.
- Participation in cross-country skiing dropped slightly since 2000 (16.7% in 2000 to 11.0% in 2004).

Reasons for Participation in Favourite Activities:

- Respondents reported that the top five *very important reasons* for participating in their favourite activities were:

	2004	2000
1. Physical health and exercise	54.9%	52.3
2. For pleasure	52.6%	54.9
3. To enjoy nature	41.1%	41.6
4. To relax	39.5%	41.7
5. To be with family	33.6%	32.9

Some slight shifts have occurred. Physical health and exercise was most important to respondents in 2004, where as participating for pleasure was more important in 2000.

- Respondents reported that the top five *not important reasons* for participating in their favourite activities were:

1. To be away from family	67.4%
2. To compete with others	60.7%
3. To show others you can do it	57.9%
4. To be alone	40.8%
5. To help community	37.6%

Barriers to Participation in Recreation and Leisure Activities:

- Four important or very important reasons for not starting an activity included:

- 1) Charges for programs
- 2) Rental and equipment costs
- 3) Time conflicts with work, and
- 4) Overcrowded facilities or areas.

This has changed slightly from 2000 when Albertans were more likely to not participate due to family commitments than overcrowded facilities.

Recreation and Park Funding

- The majority (77.5%) of participants in the 2004 Alberta Recreation Survey thought the average amount of \$116.00 (up from \$103.00 in 2000) Albertans pay per person per year on their taxes for recreation and parks services is reasonable. The 2000 average amount per person (\$103.00) was also found to be reasonable by most (77.3%) respondents.
- Most respondents (65.3%) supported a combination of taxes and user fees to fund recreation services and public parks, while only 21.5% supported tax based funding only. This is about the same as 2000 (down slightly from 66.4%).

-
- ¹ Eagles, P. F. J, International Trends in Park Tourism: A Macro View of Park Tourism Finance, 2003
- ² Environmental Careers in the 21st Century, Parks and Outdoor Recreation Issues and Trends
- ³ Good Places, Project for Public Spaces, <http://www.pps.org/info/placemakingtools/casesforplaces/goodplaces>
- ⁴ Naidoo, M., The Role of Parks and Recreation in Promoting Healthy Lifestyles and its impact on the chronic disease profile of the community, Recreation Management Consultants.
- ⁵ Smart Growth Online <http://www.smartgrowth.org/about/default.asp>
- ⁶ Edmonton Community Services: Urban Parks Master Plan Leisure and Recreation Trends Analysis, 2002
- ⁷ Canada Council for the Arts: Overview of Key Demographic Trends – Possible Impact on Canadian Arts Attendance, 2003
- ⁸ Planners Web: Planning Commissioners Journal: Tracking Trends That Affect Communities, www.plannersweb.com
- ⁹ Kiss, A., Parastatal Protected Area Authorities (presentation)
- ⁸ City of Red Deer Discussion Paper on Environmental Initiatives, April 2004
- ⁹ City of Red Deer Crime Prevention and Policing Strategy

Although the resources above are referenced directly in the review the following resources reflected similar concepts and were used indirectly.

Leisure Trends Monitor, Spring 2004, Today's Priority Investment: Parks.

City of Red Deer: Counting on You 2004 Census Results

City of Red Deer Growth Study, 2004

Godbey, G., DeJong, G., Sasidharan, V., & Yarnal, C., The North Eastern United States in the Next Two Decades: Implications for the Northeast Region of the National Parks Service Summary, 2001, National Parks Service

Statistics Canada: Time Use, <http://www.statcan.ca/english/Pgdb/health53a.htm>, http://www.hc-sc.gc.ca/english/media/minister/message_heart2005.html

A Midsummer Night's Nightmare? The Future of UK Woodland in the Face of Climate Change, 2001

Scottish Natural Heritage Information Series - Natural Heritage Trends: Green Space in and Around Settlements Summary, 2004

Green Space Acquisition and Stewardship in Canada's Urban Municipalities: Results of a Nation Wide Survey, 2004

Project for Public Space: What Makes a Great Place? http://www.pps.org/info/placemakingtools/downloads/place_diagrams
http://www.aia.org/liv_principles

City of Berkeley, Planning and Development: Conditions, Trends and Issues

Appendix A

Appendix B:

Co-Design Workshop

**You are invited to assist in defining a future vision for the
Waskasoo Park Special Gathering Places**

You are invited to participate in a workshop where Co-Design artists will draw on-the-spot images of your vision for the future of the Waskasoo Park Special Gathering Places. The City of Red Deer would like your input and ideas for the future enhancement and programming of two of the City's prominent Special Gathering Places – **Three Mile Bend and River Bend Golf & Recreation Area**.

Community Co-Design Workshop

Saturday, March 19th, 2005

10am – 5pm

Red Deer City Hall

4914 – 48 Avenue

Lunch and refreshments will be provided.

The City of Red Deer has initiated the Special Gathering Places Study, the second phase of the four-phase Waskasoo Park Study. The study will evaluate the current use of Heritage Ranch, Bower Ponds, 3 Mile Bend and River Bend, suggest alternative/enhanced uses and develop sustainable initiatives to ensure that citizens can enjoy these parks well into the future.



In the Co-Design Workshop – you are part of the picture. With your areas of experience and knowledge of the parks, you will bring important ideas that will contribute to a unique, creative and sustainable vision for the future of Three Mile Bend and River Bend Golf & Recreation Area.

You will join other community leaders to consider the activities

and events that may occur during each day and throughout the four seasons, and to define the facilities which will be needed to support a range of active and passive uses. Your ideas will immediately be translated into large coloured sketches by your team's artist. At the end of the workshop, the ideas will be rated by the participants. The mounted sketches will be on display later for the wider community to view and rate, and to build public awareness and generate response.



The community has played an important part in the planning and development of the Waskasoo Park system, and we invite you to take part in defining a vision for the future of two of the Waskasoo Park Special Gathering Places.

If you have questions or require further information, contact:

Barbara Hill

Project Steering Committee Co-Chair
City of Red Deer, Phone: 309-8588
Email: barbara.hill@reddeer.ca

Dave Matthews

Project Steering Committee Co-Chair
City of Red Deer, Phone: 342-8340
Email: dave.matthews@reddeer.ca

Dear Invited Stakeholder,

You have been identified by members of the Project Steering Committee as a community member and/or representative of a stakeholder community group who can provide insight and ideas for the future enhancement and programming of two of the City's prominent Special Gathering Places – **Three Mile Bend and River Bend Golf & Recreation Area**.

You have been invited to join other community leaders to participate in the Co-Design Workshop on Saturday, March 19th, 2005, from 10am – 5pm at Red Deer City Hall

Please complete and **return this RSVP form by March 14, 2005** to confirm your participation in the workshop event. If you can not attend the workshop and would like another representative of your group to attend in your place, please have them fill out and return the form. Due to a limit on space, this workshop is by invitation only. If you cannot attend this workshop opportunity, there will be two future public open house events for all citizens to review and have input on the proposed plans for all four Special Gathering Places.

Please fill out and RSVP this form:

Attention: Michelle Lean

Fax: (403) 342 - 1477

Mail:

ISL

#210, 4711 – 51 Avenue

Red Deer, Alberta

T4N 6H8

Please complete:

☐ Yes, I confirm my attendance for the session on Saturday, March 19th, 2005.

1. Name: (print) _____

2. Contact information:

Email: _____

Phone: _____

Fax: _____

Address: _____

3. I am attending on behalf of (check only one):

☐ City of Red Deer

☐ An organization/association (please specify): _____

☐ A business (please specify): _____

☐ As an interested citizen

Thank you for your response and interest.

CITY OF RED DEER

WASKASOO

Future Improvements of Four Red Deer Parks
Heritage Ranch, Bower Ponds, River Bend & Three Mile Bend

Co-Design Visioning Report

THE CO-DESIGN GROUP

Director : Stanley King

Artists Facilitators : Stanley King,
Drew Ferrari, Bill Latimer, Chuck Smith.

Report: Stanley King and Michael Bender

www.co-designgroup.com

June 2005



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CO-DESIGN PROGRAM

The visioning of future improvements to four Red Deer parks; Heritage Ranch, Bower Ponds, 3 Mile Bend and River Bend.

INTRODUCTION

The Co-Design program facilitated the creative participation of the stakeholders, staff, users, citizens, youth, City Council members, and Committee members to define a future vision for each of the four parks of the Special Gathering Places. Participants were invited to:

- Visualize the preferred function of the parks as an attractive sustainable focal point for the community
- Visit the parks to assess their qualities in relation to their future functions
- Create graphic images in discussion with artists to illustrate ideas for improvements
- Obtain community consensus for the ideas.

Co-Design Visioning Workshops.

The City of Red Deer hosted two full-day Saturday workshops, on 5 March and 19 March 2005. The first focused on Heritage Ranch and Bower Ponds and the second focused on 3 Mile Bend and River Bend.

At each workshop, artists from Co-Design invited ideas from all participants. Looking ahead to when the improvements were in place, participants were asked as future users to describe the life they saw ahead in the parks, during normal and special days, and at community events.

They described a word vision of life the improved parks, listing the activities that they would prefer to experience and see going on around them in parks after the suitable improvement of the areas. Their ideas included activities of life in all seasons.

Participants visited the sites, transported in buses provided by the City. They considered the activities they had envisioned in relation to the existing sites. Returning to the hall, and to lunch, the participants sat in groups and described their ideas to their artist who rapidly drew perspective scenes and sketch plans at their direction, to illustrate the ideas.

When each drawing was complete, the participants listed the features of their ideas on a rating sheet. The participants rated the features of the drawings to indicate each participant's individual preference for the features of the drawings.

CONSENSUS

The participants reached a high degree of consensus in the ratings. Ratings of these features totalled 1,878 as follows:

"A great idea! Go for it."77.3% (1,452) ratings approve of the ideas as drawn.
"A good idea but needs more designing."15% (281) approve the ideas, but not as drawn.
"An okay idea but does not belong on the Drive"7.7% (145) ideas inappropriate for the Drive.

Waskasoo Co-Design Visioning Workshop

Saturday 5 March 2005

Saturday 19 March 2005

AGENDA

10:00 am. Participants arrive, get a coffee or juice.

Welcome:

- Welcome by the Hosts, Steering Committee.

Introduction:

- Randy Heaps, ISL Group.
- Stanley King, President, Co-Design Group.

10:15 am Activity Time Line:

- Participants are invited to imagine the life of the place after all the planning and building is done, and to call out things that they might experience or see going on during a normal or special day or at special events. Their ideas for activities are listed along a time-line on a wide sheet of paper on the wall. When the list is complete, the activities are sorted into four groups of similar activities related to two of the parks.

11:00 am. The Site Visit:

- Participants gather in study groups to focus on their choice of activities and park, and with their artist go out to look for the qualities of the site in relation the future activities. They imagine arriving, parking, walking to the activity, and imagine the activities as they might occur. They consider their preferred environment for the activities in terms of the orientation, views, colours, night-light, and sounds etc.

Noon. Lunch: Participants return to a bag lunch at the hall.

12:30 pm Image Creation:

- Participants sit with the Co-Design architect/artist and describe the vision in their minds eye, saying first what they would be doing - sitting, walking, etc. The artist draws in the first figure and then draws in other people placed as directed, and then draws the surrounding physical environment as directed. The scene, a large drawing in coloured felt pen, is annotated with words to describe the environment. The participants add their names as the authors of their drawing.

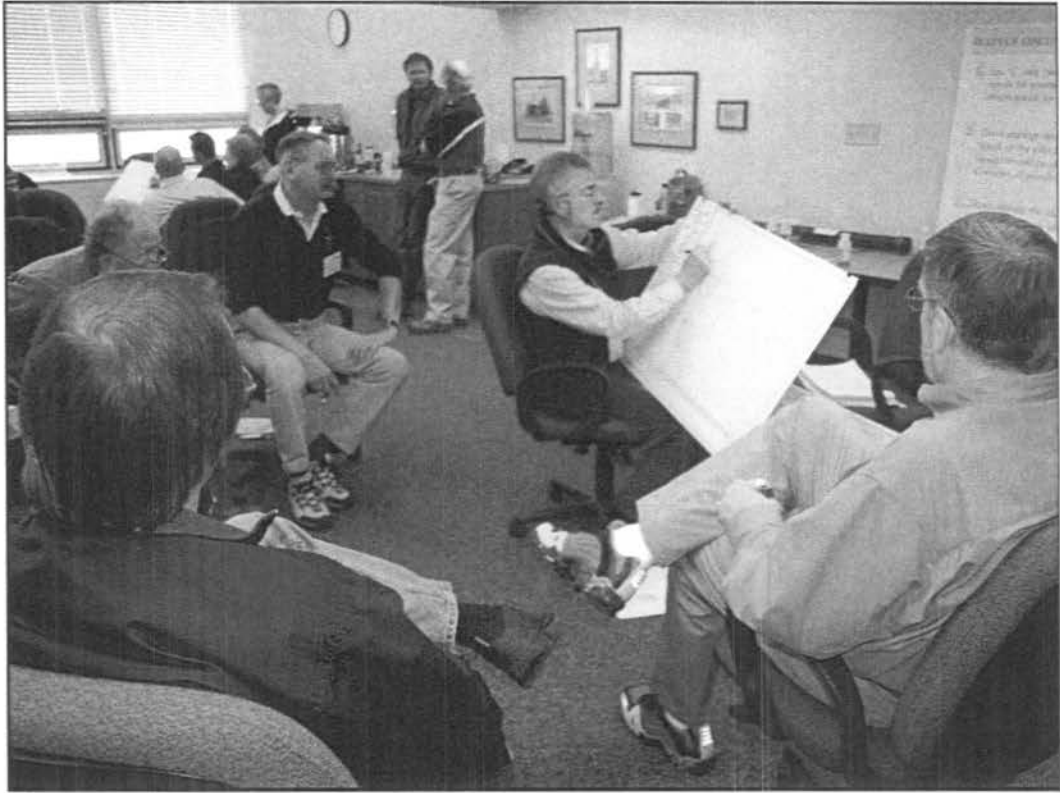
4:30 pm Display of Drawings for Rating.

- The drawings with a list of their features are placed on display on tables around the room. All the participants circulate and rate the features of each drawing.

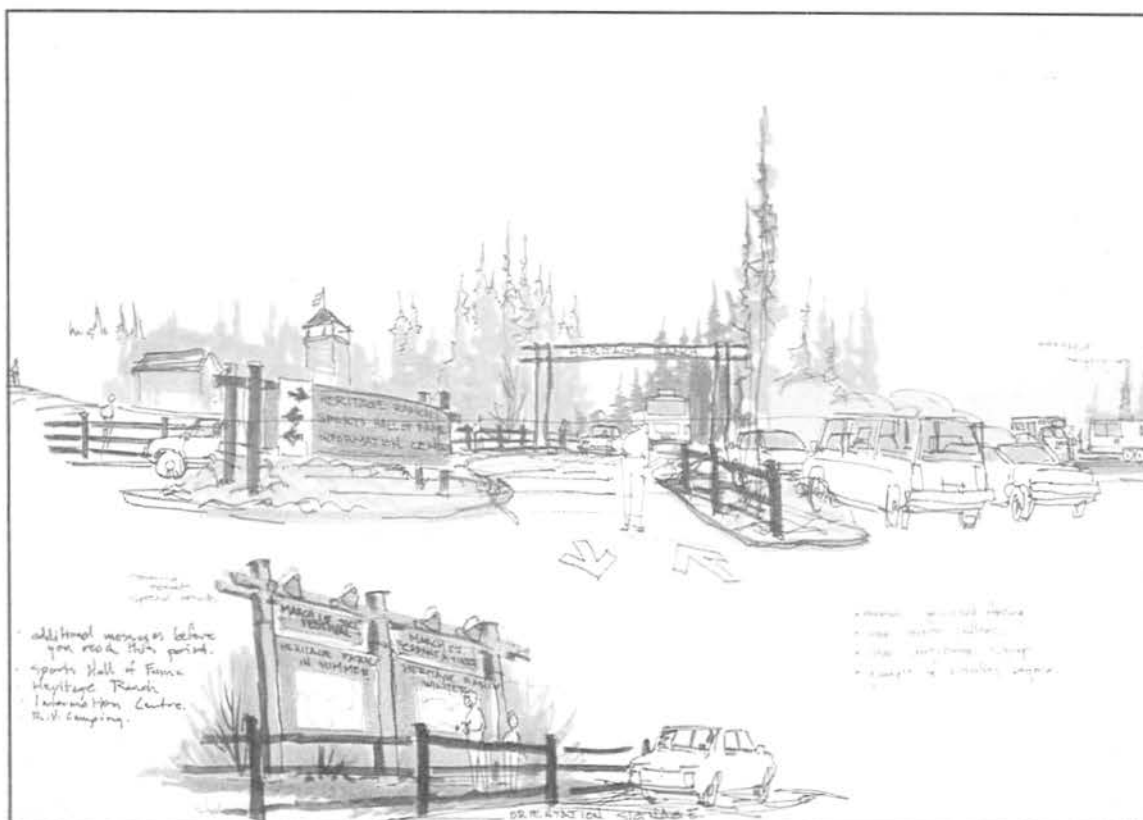
5:00 pm Close.

- Conductor briefly summarizes the responses and indicates the areas of consensus. The host closes the workshop and announces the Open House locations and dates.









PRIORITY RATINGS

ARRIVAL	1. I Love It! Go for it!	2. A good idea but needs more designing	3. A good idea but belongs elsewhere
Directing visitors to desired destination clearly.	12	-	-
Vehicular-scaled signage, and pedestrian orientated.	9	2	-
Information allows clear choices of destination.	12	-	-
Consistent aesthetic theme - easily identifies attractions.	12	-	-
Feature Gateway to Heritage Ranch.	12	-	-
Trail uses staging area.	4	8	-
Day use picnic area.	9	3	-
Overnight camping.	6	4	3

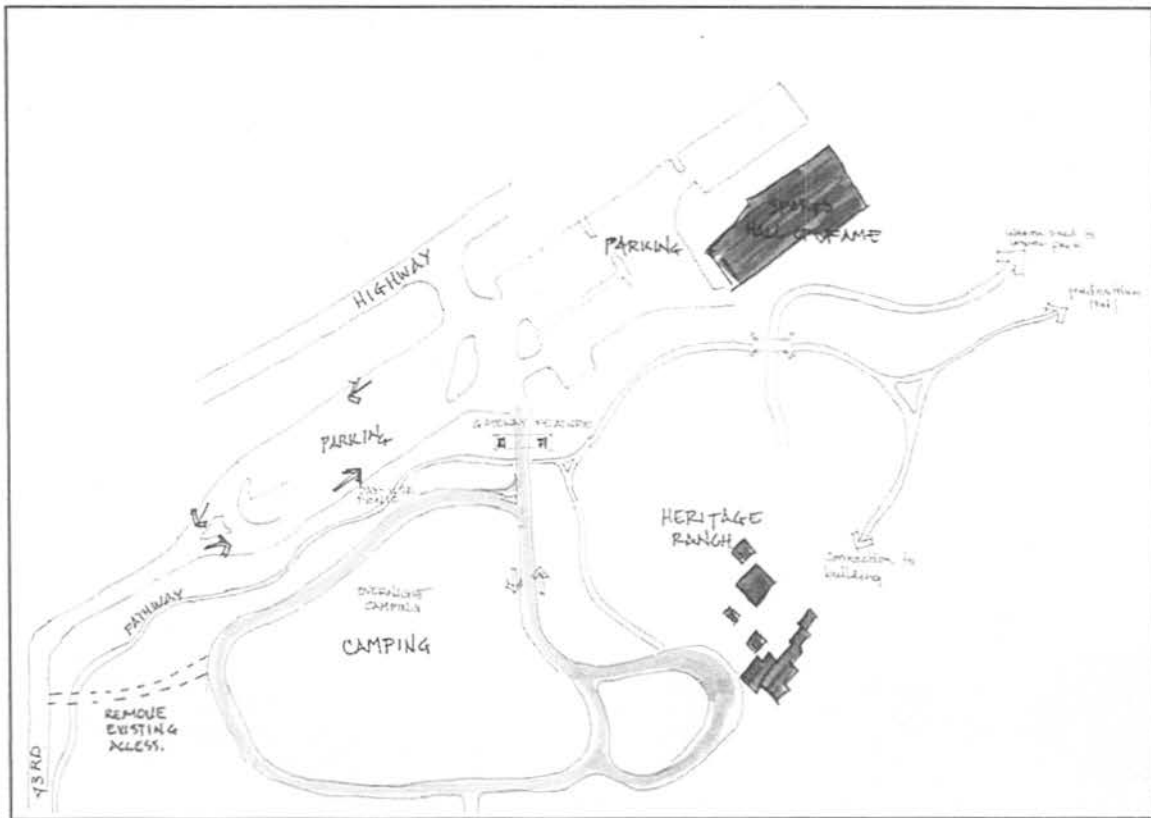


- additional messages before you reach this point.
- Sports Hall of Fame
- Heritage Ranch
- Information Centre.
- R.V. Camping.

- thematic, consistent fencing
- clear intrinsic patterns
- clear directional signage
- glimpse of activities beyond

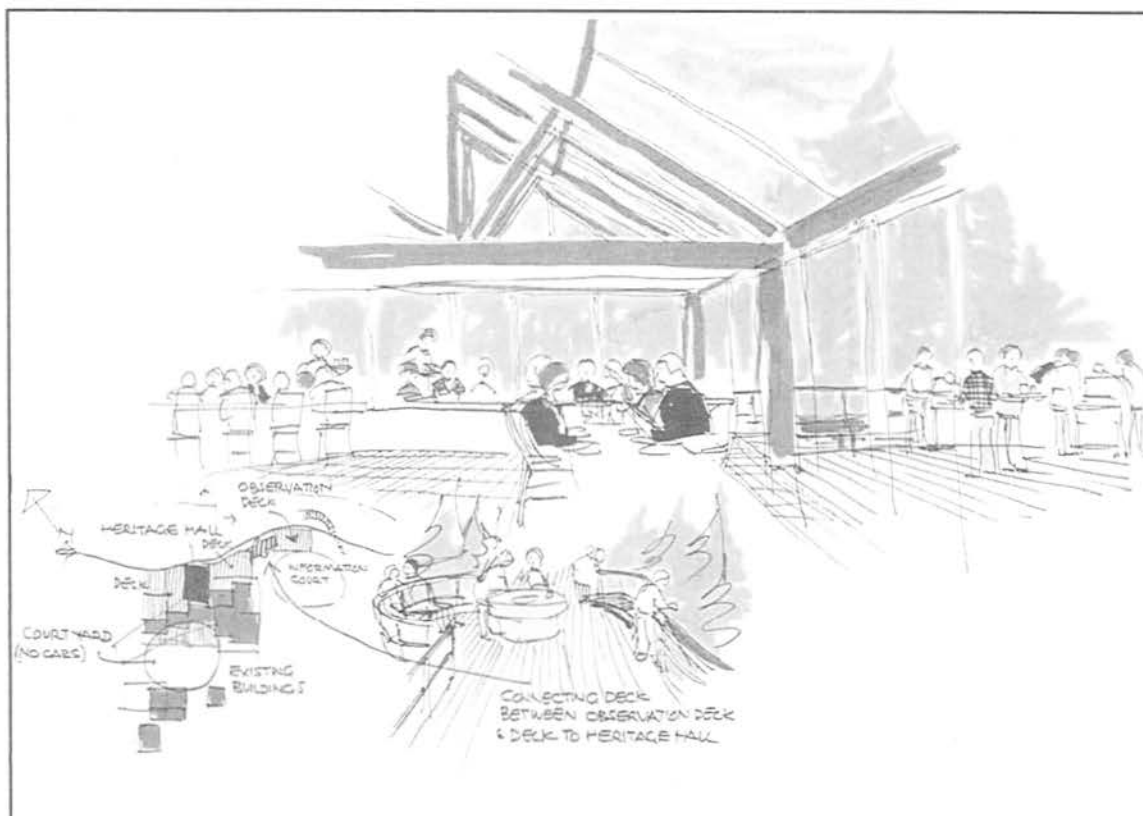


Heritage Ranch Arrival detail 1



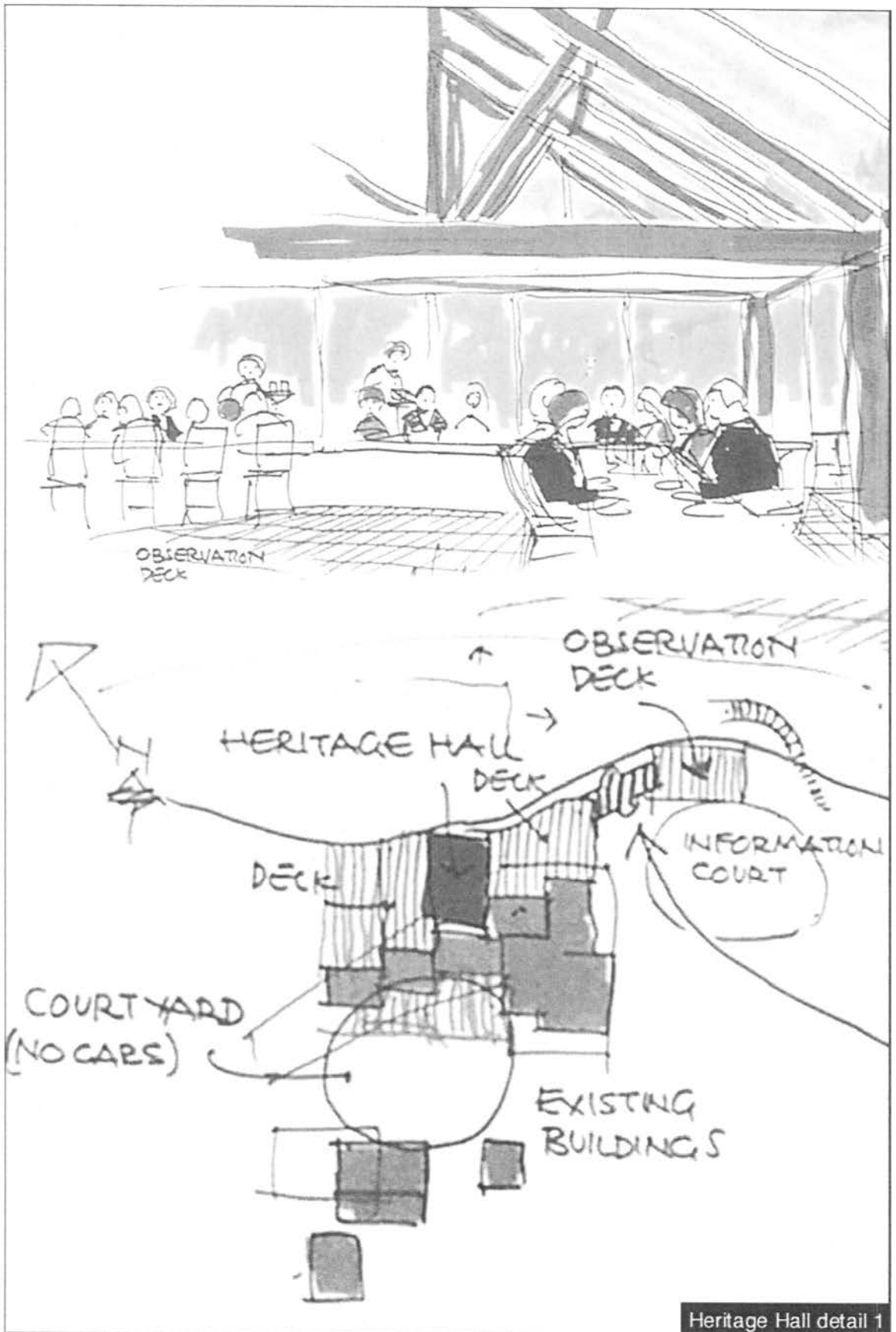
PRIORITY RATINGS

HERITAGE RANCH ACCESS	1. I Love It! Go for it!	2. A good idea but needs more designing	3. A good idea but belongs elsewhere
Reconfigure existing access from 43rd Avenue.	8	-	-
Strengthen sense of 'Gateway to Park / Ranch'.	8	-	-
Provide day use area near parking lot.	7	1	-
Overnight R.V. camping (no services).	7	-	1
Allow two-way traffic on loop near ranch.	8	-	-



PRIORITY RATINGS

HERITAGE HALL	1. I Love It! Go for it!	2. A good idea but needs more designing	3. A good idea but belongs elsewhere
High capacity 200-300 people indoor, and on deck.	11	1	5
Windows / beautiful view to river valley, north & east.	10	-	-
Make 'observation deck' into barbecue area for groups of 20 plus.	10	1	-
Connect deck between Observation Deck & Hall Deck.	10	4	-
Hall has dividers to smaller areas.	7	4	1
Retain look of ranch setting.	10	-	-
Large fire place at end of Hall for winter events.	11	-	-
Kitchen in existing structure.	8	4	-



Heritage Hall detail 1





PRIORITY RATINGS

INFORMATION COURT	1. I Love It! Go for it!	2. A good idea but needs more designing	3. A good idea but belongs elsewhere
Communicate clearly the facilities, events within the area.	9	2	-
Show connections to other Parks map, travel times and distances.	6	2	-
Meeting place.	5	2	-
Night lighting under canopies.	8	-	-
Safety signage at trail heads.	8	1	-
Signage continues throughout park system.	7	1	-
Signage blends in with natural scene.	10	1	-
Interpretive signage, natural art work along trails.	8	1	-
Cohesiveness between artwork & signage.	7	2	-



Information Court detail 1



Information Court detail 2



PRIORITY RATINGS

DISCOVER WASKASOO CENTRE	1. I Love It! Go for it!	2. A good idea but needs more designing	3. A good idea but belongs elsewhere
Gateway to Waskasoo Parks system.	8	4	-
Interpretive / program personnel on site.	9	2	-
Year round staffing, security and maintenance.	9	4	-
School / group programs & equipment support.	9	1	-
Bike / ski rentals for exploring parks.	9	2	-
Office / laboratory space for Park staff or other agencies.	8	6	-
Park user amenities, washrooms and snack bar.	11	1	-
Multi-use meeting space, office, interpretive.	8	6	-
Usual connection to Park from inside.	14	-	-

"DISCOVER WASKASOO"

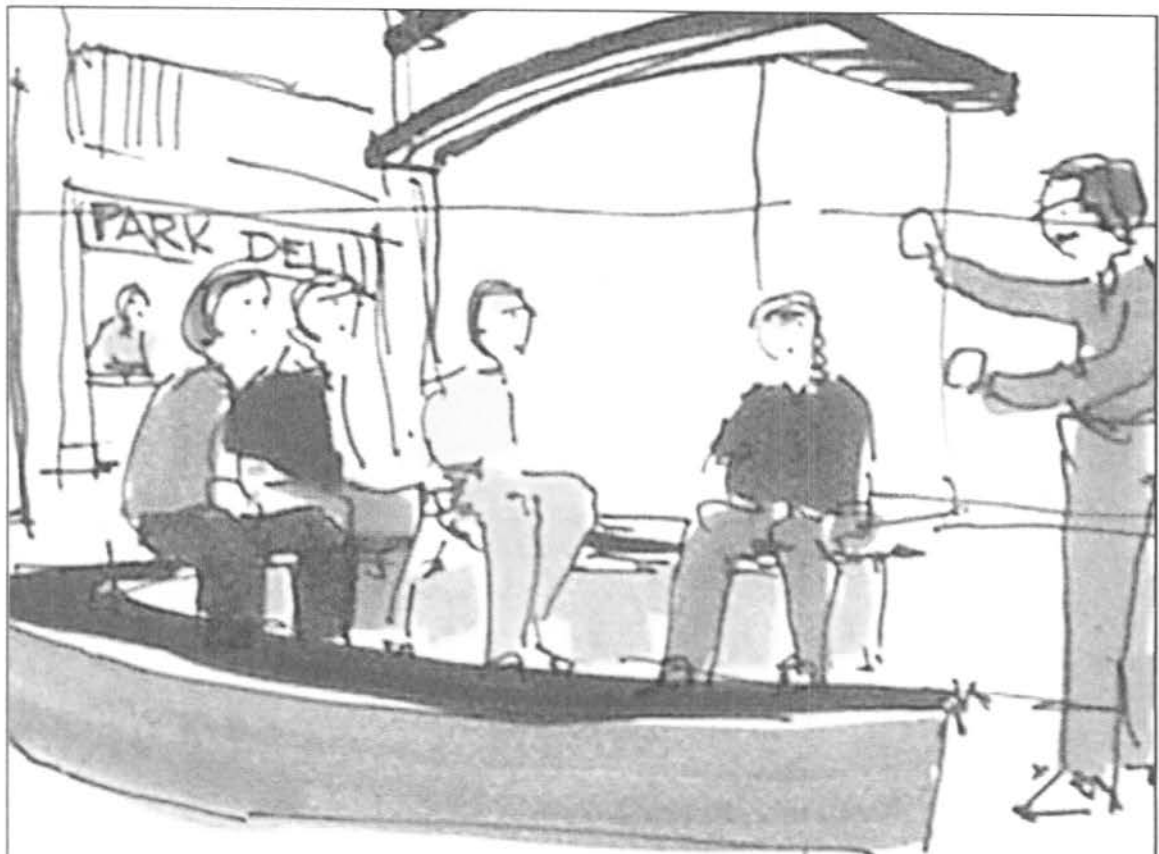
DISCOVERY CENTRE

- gateway to Waskasoo Park System.
- amenities for Park users

- Interpretive multi-use facility.
- supports programs possible.
- connection to Alberta Sports Hall of Fame.
- regular hours w/ regular staff.
- interpretive videos.

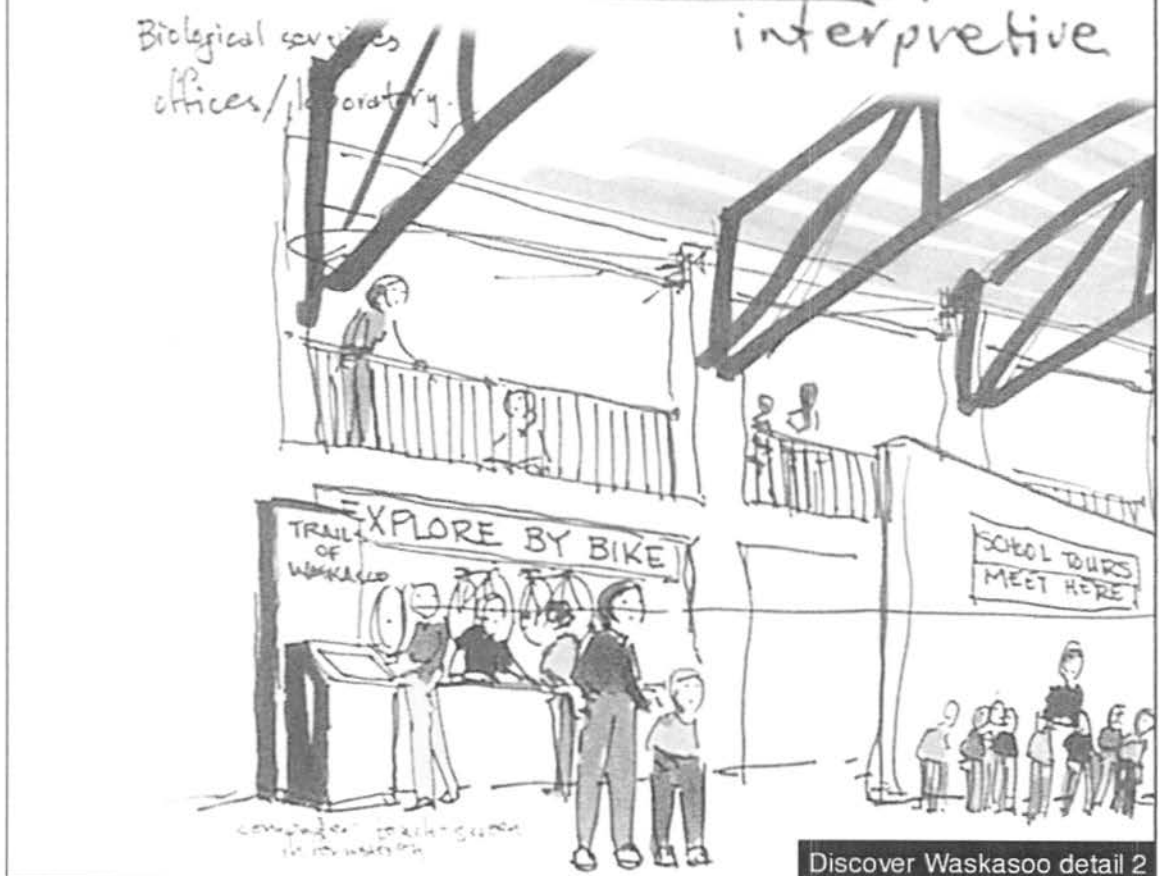


Discover Waskasoo detail 1



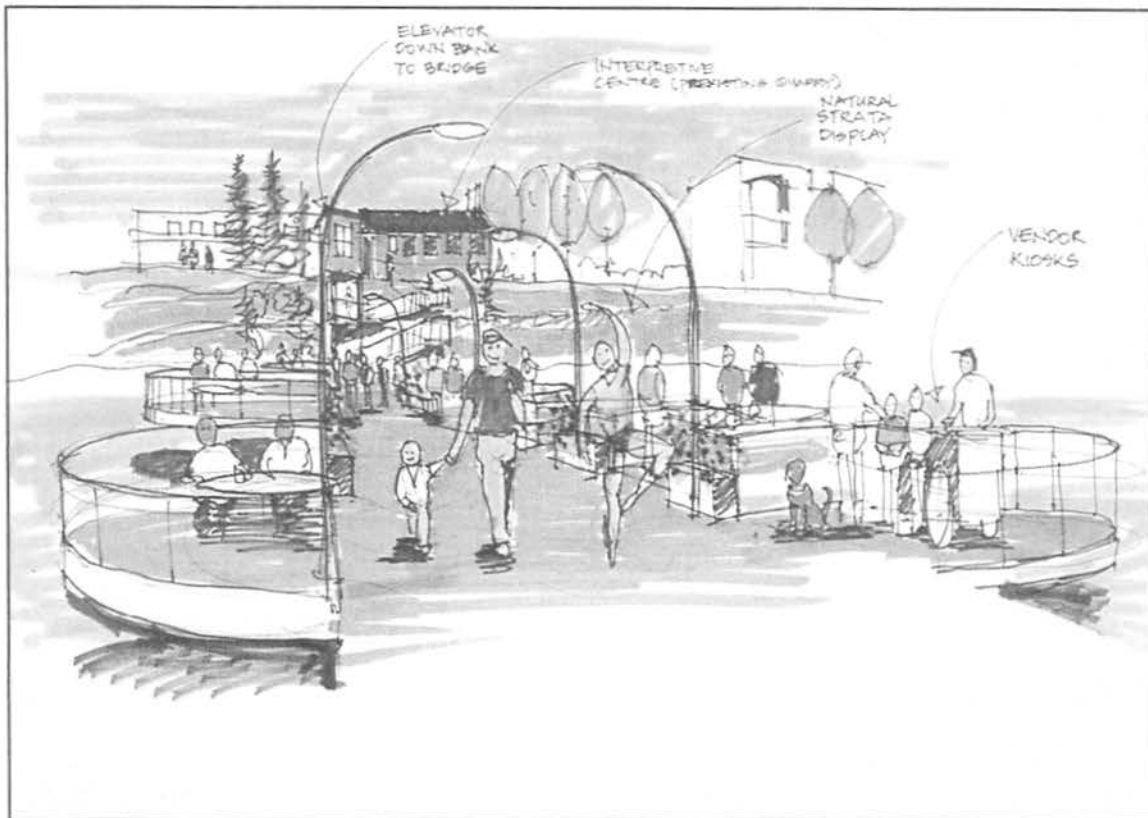
Biological services
offices/laboratory

interpretive



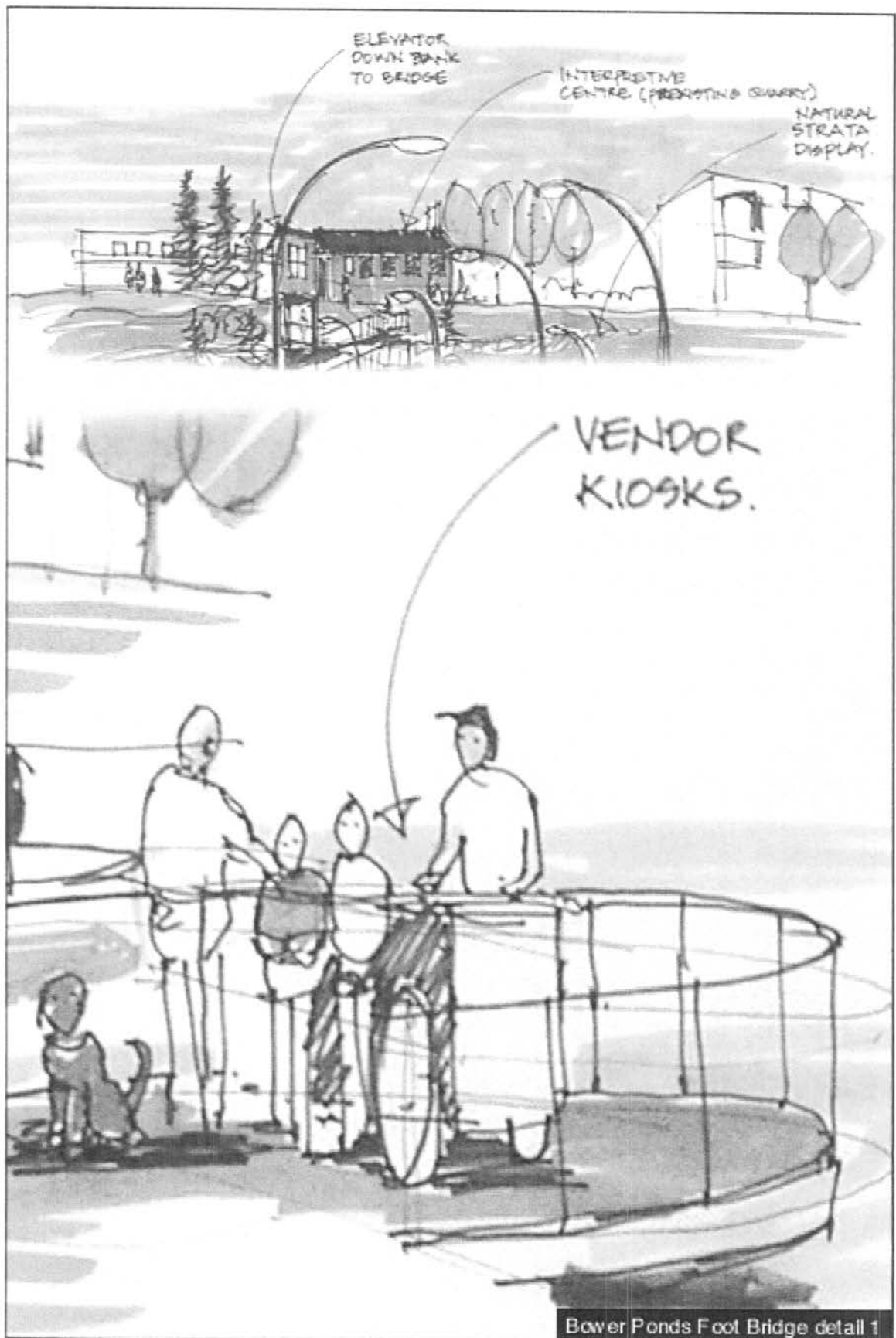
computer workstation
in the museum

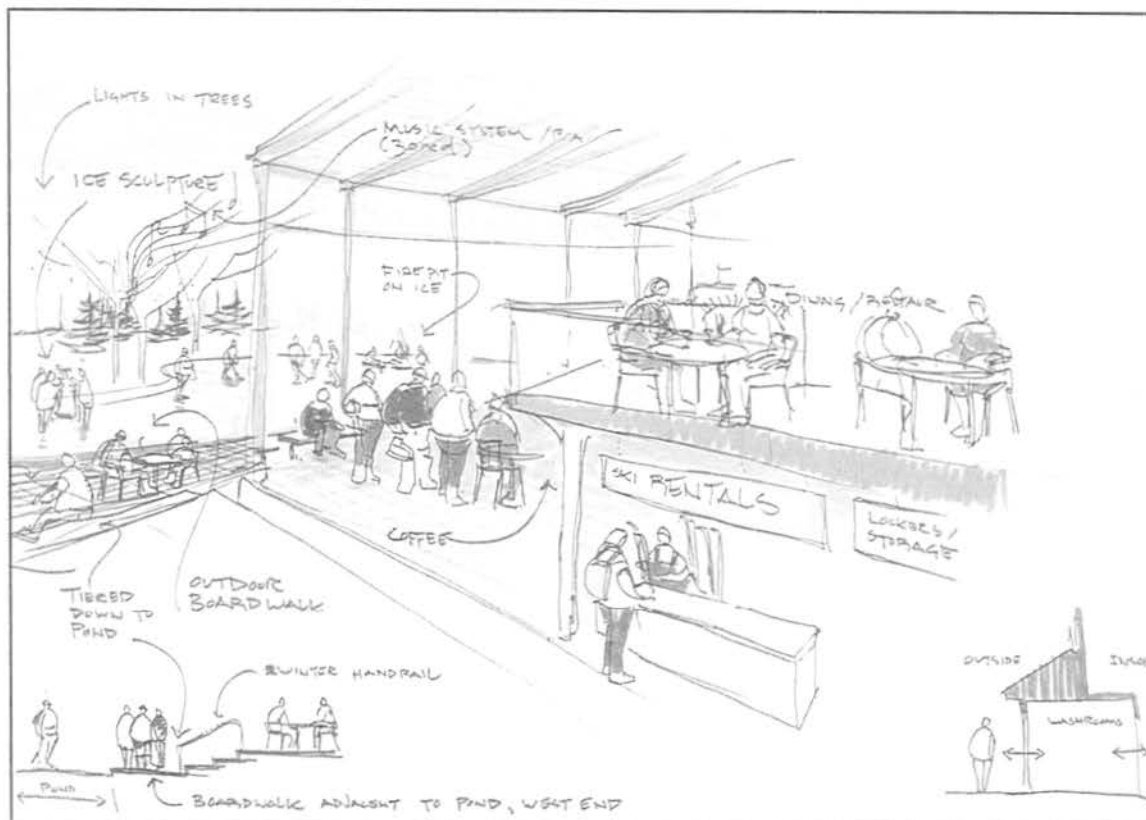
Discover Waskasoo detail 2



PRIORITY RATINGS

BOWER POND FOOT BRIDGE	1. I Love It! Go for it!	2. A good idea but needs more designing	3. A good idea but belongs elsewhere
Quarry Interpretive Centre.	6	3	6
Elevator / stairs down bank to bridge.	10	4	-
Natural strata display.	8	5	-
Bridge across Red Deer River to Bower Ponds.	9	5	-
Cultural activities, kiosk pods.	8	6	-
Lighting for evening activities.	11	2	-
Flower boxes.	10	3	-
Tables, chairs, benches & garbage containers.	10	3	-





PRIORITY RATINGS

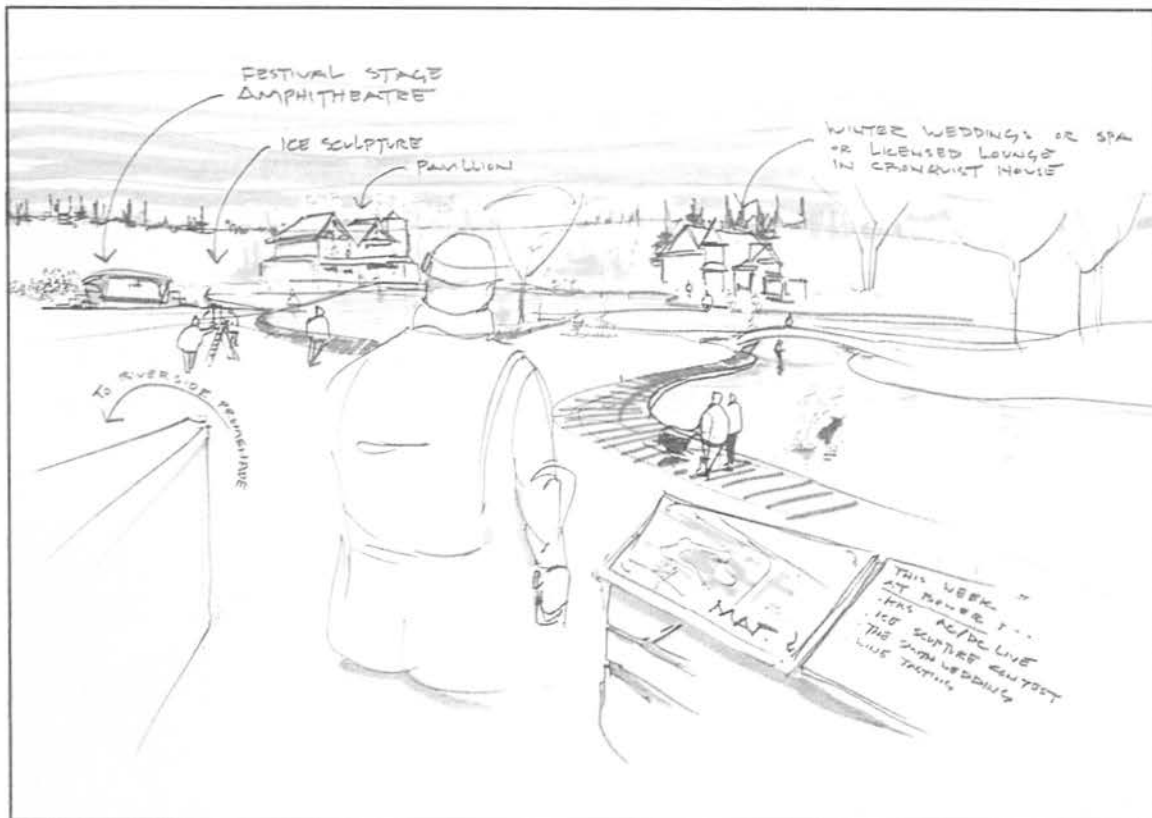
PAVILION AT PONDS	1. I Love It! Go for it!	2. A good idea but needs more designing	3. A good idea but belongs elsewhere
Semi-formal dining facility.	7	5	3
Coffee shop (indoor with outdoor counter).	11	2	-
Open view to whole park area.	13	-	-
Ski and other equipment rentals.	8	3	-
Ice sculpture.	11	-	-
Lights in views.	10	-	-
Designated hockey area.	8	-	2
Designated ice skating area.	8	-	3
Public access to heated washrooms 24 / 7.	10	2	-





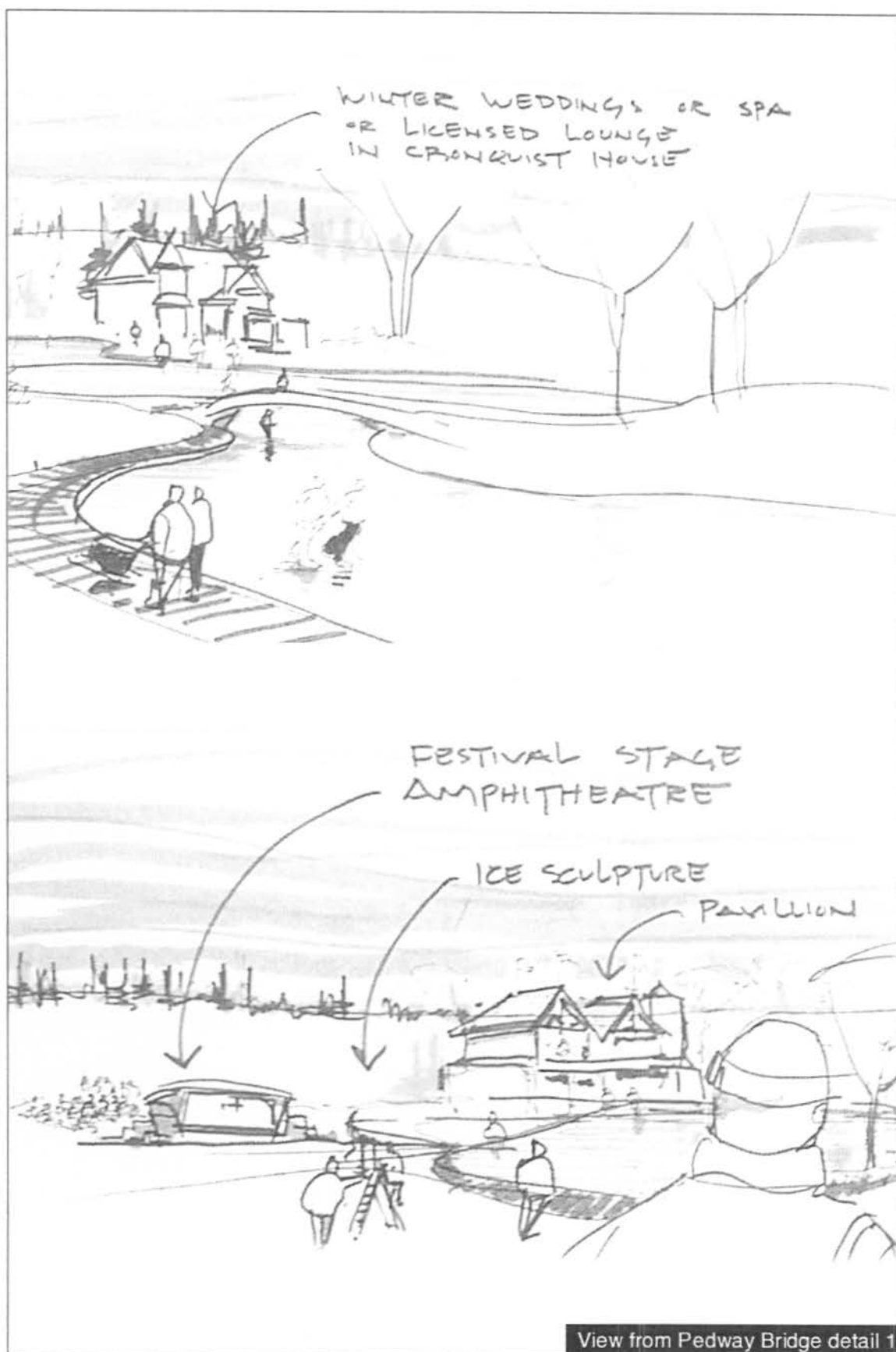


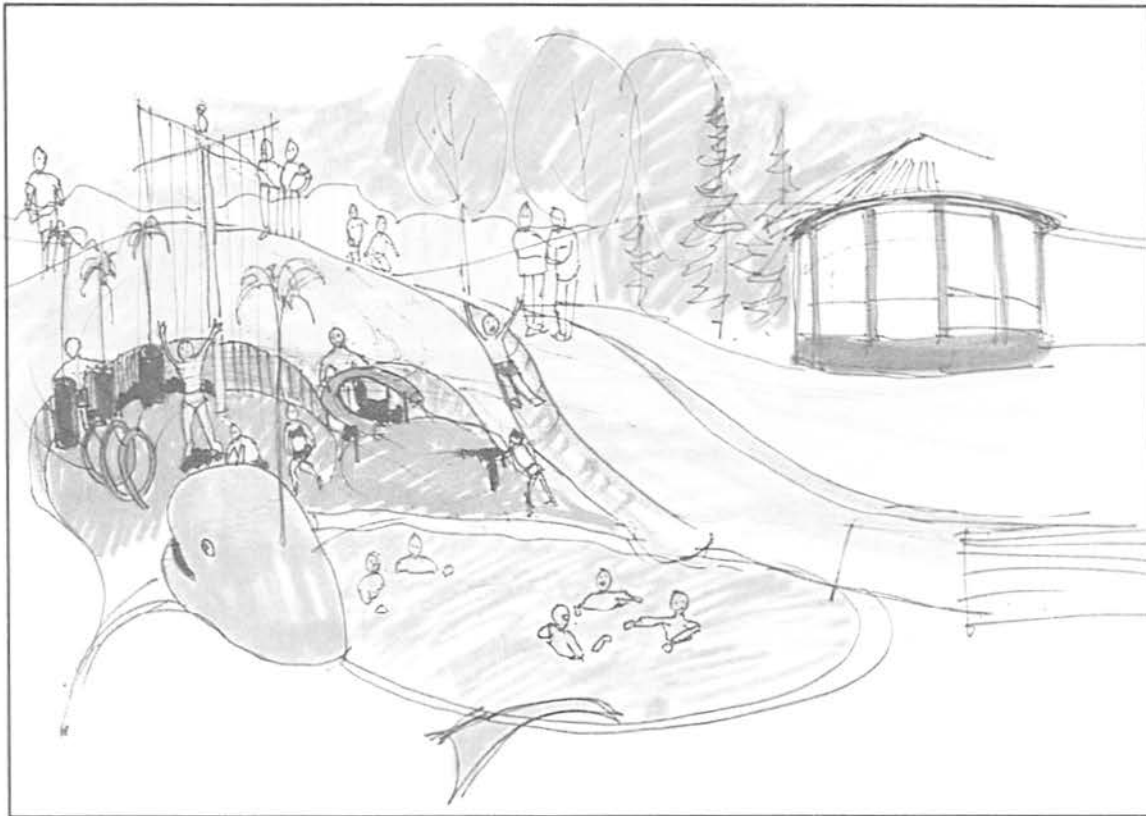
Pavilion at Ponds detail 3



PRIORITY RATINGS

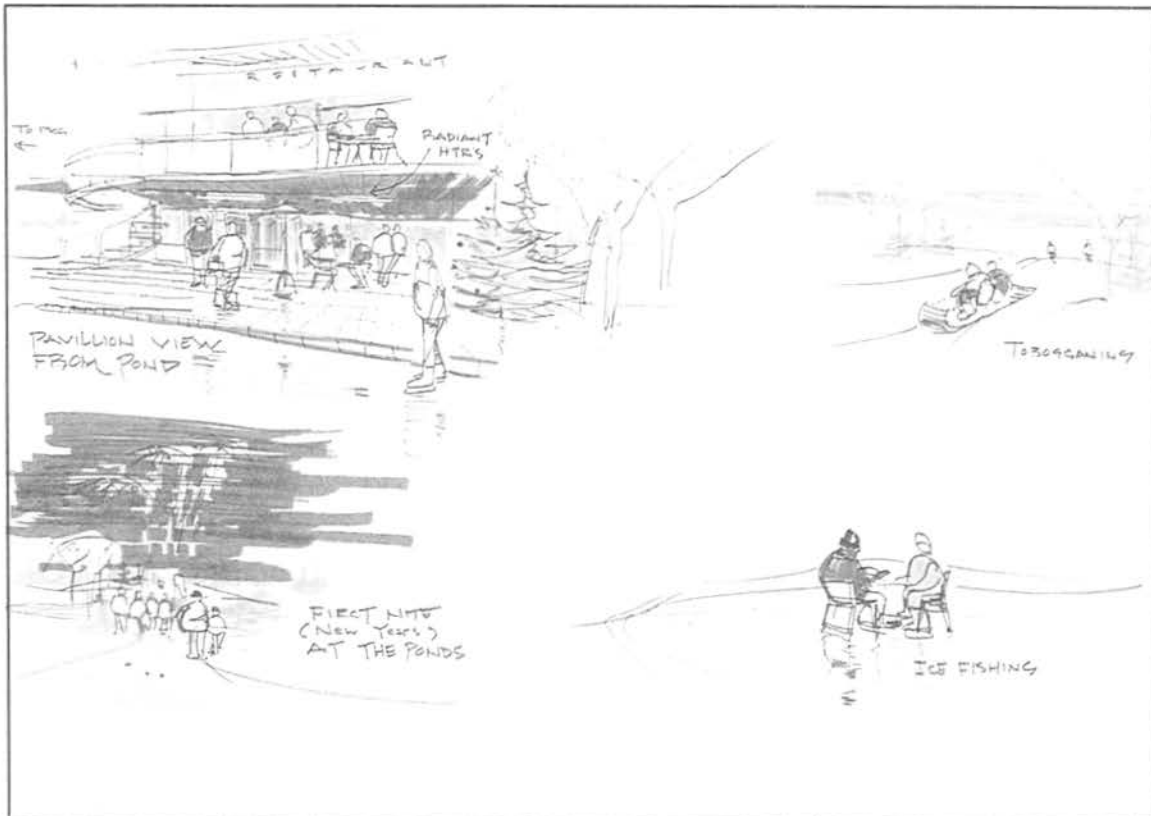
VIEW FROM PEDWAY BRIDGE LOOKING NORTHWEST	1. I Love It! Go for it!	2. A good idea but needs more designing	3. A good idea but belongs elsewhere
Festival stage.	10	2	-
Licensed lounge.	5	2	6
Pedway bridge from River Lands.	9	3	-
Theme signage (permanent & 'events').	13	-	-
Pondside boardwalk.	11	1	-
Riverside promenade.	8	5	-





PRIORITY RATINGS

"WHALE OF A TIME" AT BOWER PONDS	1. I Love It! Go for it!	2. A good idea but needs more designing	3. A good idea but belongs elsewhere
Spry park for children.	12	2	-
Luge slide used in summer & winter.	7	6	-
Enclosed wading pool area.	8	5	-
Change facilities in pavilion.	14	-	-
Non slip rubber mating.	10	4	-

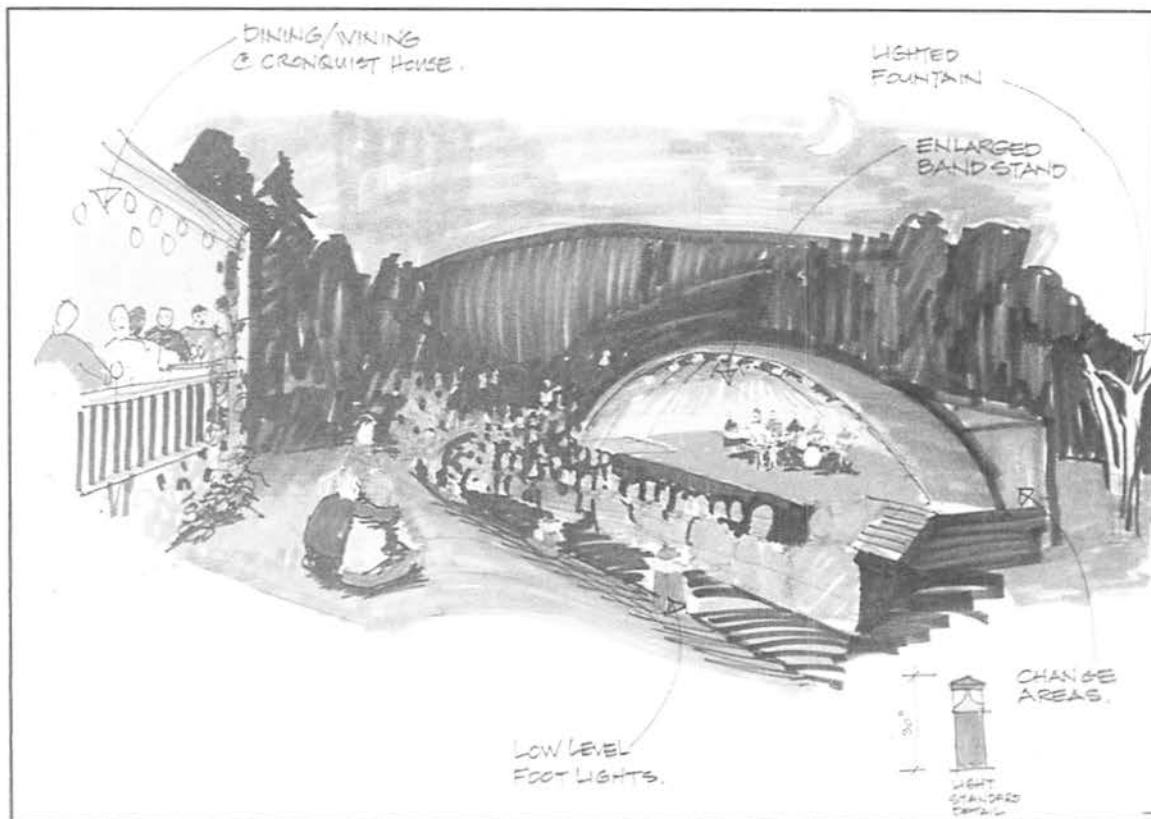


PRIORITY RATINGS

VIGNETTES WINTER AT BOWER PONDS	1. I Love It! Go for it!	2. A good idea but needs more designing	3. A good idea but belongs elsewhere
First Night Celebration at Bower Ponds.	12	-	-
Ice fishing.	1	4	3
Toboggans (gentle slope for pre-school & families).	4	6	1
Rooftop patio, restaurant / lounge, with panoramic view.	6	6	1

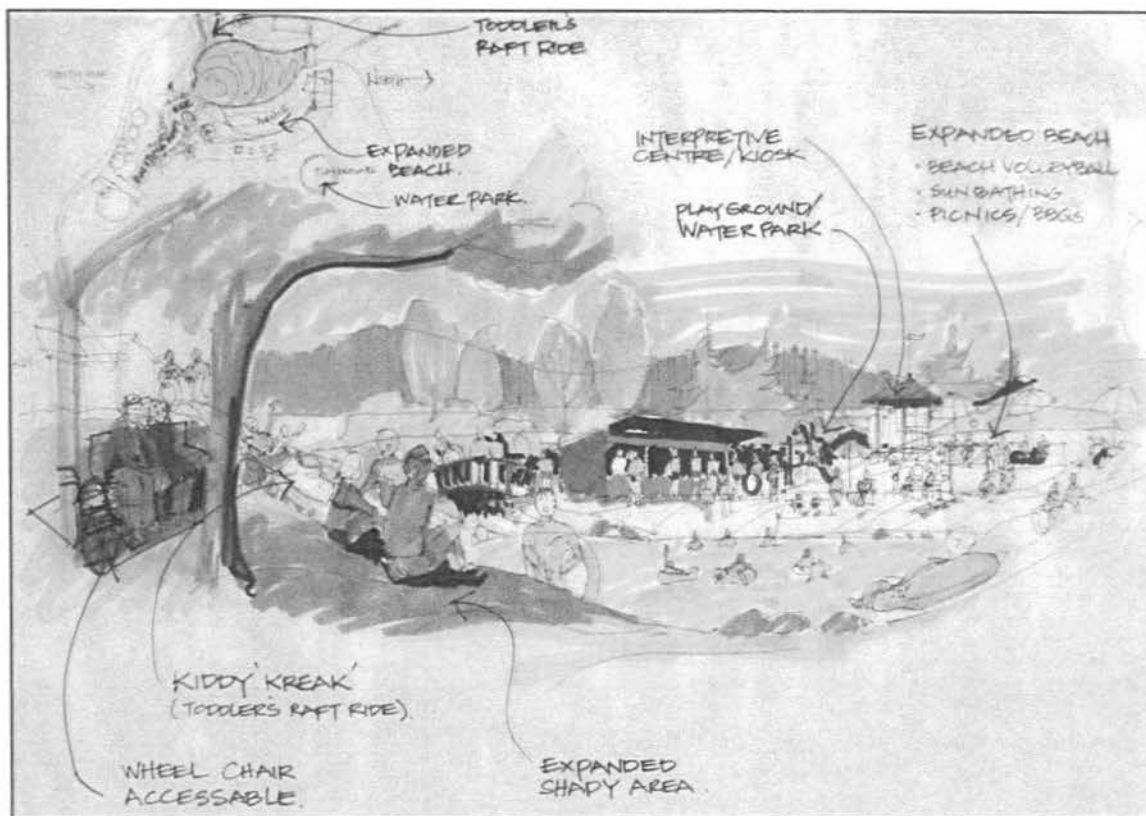


Vignettes at Bower Ponds detail 1



PRIORITY RATINGS

SUMMER EVENING PERFORMANCE at BOWER PONDS	1. I Love It! Go for it!	2. A good idea but needs more designing	3. A good idea but belongs elsewhere
Enlarged bandstand.	14	1	1
Change areas at rear for bandstand.	13	3	-
Low level foot lights.	13	-	-
Lighted fountain.	13	2	-
Wining and dining at Cronquist House.	10	3	2
Theatre under the stars.	7	2	-



PRIORITY RATINGS

EXPANDED DISCOVERY CANYON	1. I Love It! Go for it!	2. A good idea but needs more designing	3. A good idea but belongs elsewhere
Toddler's raft ride. (Kiddy's Kreak)	11	6	1
Wheel chair accessibility.	16	-	-
Expanded shady area.	15	1	-
Playground / waterpark.	13	2	-
Interpretive centre / kiosk.	10	4	-
Expanded beach.	11	3	-
Winter : Skate area on lake.	6	3	6
Tobogganing.	8	3	4

