

A D D I T I O N A L 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 9, 1991,

COMMENCING AT 4:30 P.M.

*** * * * ***

- 1) Towne Centre Association - Re: City Position on the
County Mall Proposal



1

• RED DEER'S • **ORIGINAL** • BUSINESS DISTRICT •

• TOWNE CENTRE ASSOCIATION • B3, 4901 - 48 STREET • RED DEER, ALBERTA • T4N 1S8 • (403) 340-TOWN (8696) •

December 4, 1991

MAYOR MCGHEE AND COUNCIL
CITY OF RED DEER

RE: CITY POSITION ON THE COUNTY MALL PROPOSAL

Dear Mayor McGhee and Council:

In 1983, all business sectors in the City of Red Deer were involved in the planning of the future of our city. The principle statement made, and endorsed by council, the Chamber of Commerce and other groups involved in the process was to avoid further expansion of peripheral development, until the existing and planned inventory of property within the city had achieved a significant percentage of its development potential.

The basic reasons for supporting this statement in 1983 included:

- reduction to the encroachment on agricultural lands.
- ensure the appropriate cost effective use and development of the public infrastructure that supports development (roads, water, sewer, electricity).
- to ensure the compatibility of our neighbourhoods (commercial, industrial, residential and others).
- to make sure the educational, health and recreational facilities are appropriate and the costs associated with these are borne by those benefiting from the services.

Because of the above, direction from the community the city has pursued a policy where they now have in inventory significant amounts of undeveloped land and infrastructure to support developing these lands. The significant ongoing carrying cost of this asset is borne by the tax base of the City of Red Deer.

We in the Towne Centre Association support City Council in their efforts to ensure that continued growth within our city and surrounding area be done by the private sector to maximize the use of the existing infrastructure and ensure that additions to the infrastructure are done in a logical and cost effective manner.

TOWNE CENTRE ASSOCIATION

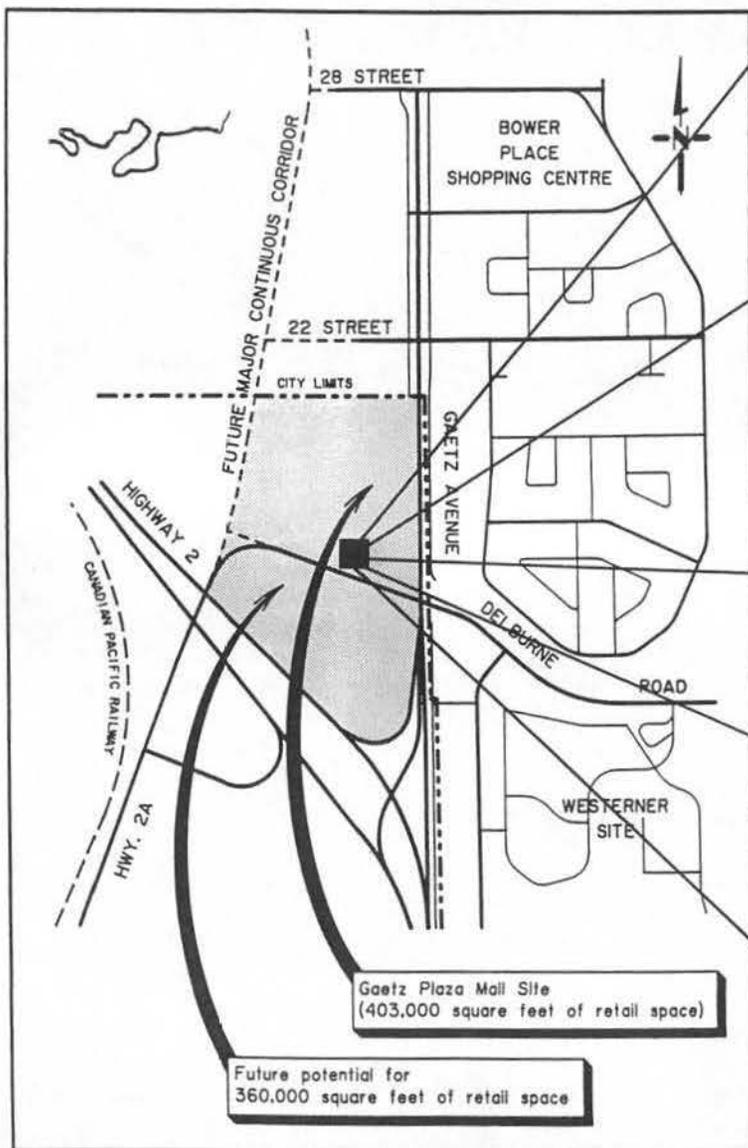
Ken Heywood
Ken Heywood, Chairman

THE CITY OF RED DEER
CLERK'S DEPARTMENT

RECEIVED	
TIME	8:30 am
DATE	Dec. 5, 1991
BY	C. Perinik

WHAT ARE THE COSTS TO CITY RESIDENTS FOR THE GAETZ PLAZA MALL?

The City of Red Deer is concerned with the County of Red Deer's approval of the Gaetz Plaza Mall. The City has initiated several meetings with County officials and County Council in order to resolve this issue. In addition, the City has filed Court actions to prevent the development of the mall. It is important to City Council that you understand the reasons behind the City's opposition to the Gaetz Plaza Mall development.



□ The City of Red Deer will lose a potential \$400,000.00 per year in taxes from the Gaetz Plaza Mall site

- Since the proposal for the Gaetz Plaza, the County of Red Deer has reversed their long standing support for annexation of the Gaetz Plaza site to the City
- The City could not annex the Gaetz mall site until this year when the Alberta Transportation road plans were finalized for the area
- If the Gaetz Plaza site remains in the County, the City will lose a potential of \$400,000 in taxes

□ Potential land sales of \$4,000,000.00 (4 million) related to the rail lands will be put in jeopardy

- All of the City taxpayers have a stake in the rail lands. Sale of these lands will provide 4 million dollars in land sales to the City. Development on these lands would provide in excess of \$400,000 per year in property/business taxes
- The redevelopment of the rail lands was intended to act as a catalyst in the revitalization of the downtown and these plans are now uncertain
- There is a substantial amount of land already in the City which could accommodate commercial and retail development. The development of this public and private land, will be delayed as a result of the construction of the Gaetz Plaza Mall

□ Loss of \$500,000.00 - 600,000.00 in off-site servicing charges

- If the developer proceeds with private servicing of both parcels, the City will be unable to collect the off-site servicing charges (contribution towards water, sanitary and storm trunk mains, and major roadways) which would be paid if this site were in the City

□ Uncontrolled development around the City

- Continued unplanned subdivision and development around the City will make it more difficult for the City to grow beyond its present boundary
- The County of Red Deer already has over 1100 acres of vacant industrial land and 200 acres of vacant commercial land within two miles of the City
- Expansion by the City onto subdivided and developed lands will make City growth more costly

□ Efforts by the City to cooperate with the County will be undermined

- The City and the County need to work together for the benefit of the region
- The development of the Gaetz Plaza Mall is contrary to City/County discussions, City and County plans, and contrary to the City's annexation proposal
- The City has initiated and maintained discussions with the County in order to resolve the issues related to Gaetz Plaza

A brief review of the reasons for the City's opposition are given above. If you have any questions about the City's position, please call:
342-8155 CITY HALL

Mayor and City Council

Fielding & Dixon

BARRISTERS & SOLICITORS

Herbert Fielding, Q.C.
James L. Dixon, B.A., B.Ed., LL.B.*

file

Please reply to:

2nd Floor,
4811 - 48 Street,
RED DEER, ALBERTA
T4N 1S6

5105 - 50 Avenue
P.O. Box 2260,
LACOMBE, ALBERTA
T0C 1S0

PHONE: (403) 782-4472

PHONE: (403) 343-1160
(403) 346-4800
FAX: (403) 342-2260

January 27, 1992

DELIVERED

The City of Red Deer
City Hall
Red Deer, Alberta
T4N 3T4

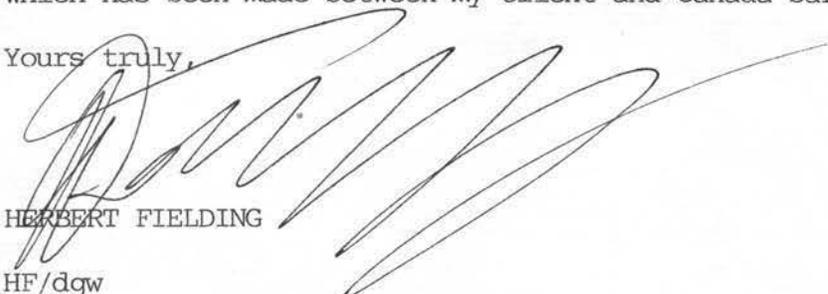
Attention: C. Sevcik, City Clerk

Dear Sir:

Re: Port-O-Call Shopping Centre

I have to advise you that Scott Cadman & Associates consent to the closing of the lane and I herewith attach a copy of the Memorandum of Agreement which has been made between my client and Canada Safeway.

Yours truly,


HERBERT FIELDING

HF/dgw
Enclosure

*Copied to: Bill Lees
Peter Holloway
Ken Haslop*

92/01/27

u.

THE CITY OF RED DEER
CLERK'S DEPARTMENT

RECEIVED	
TIME	<i>11:35 Am</i>
DATE	<i>Jan 27/92</i>
BY	<i>Cladman</i>



January 24, 1992

Scott Cadman & Associates Ltd.
101 - 4419, 50th Avenue
Red Deer, Alberta
T4N 3Z5

RE: Canada Safeway Limited - Rights of Way/Easements
and Related Matters

The purpose of this letter is to formalize the agreement reached between Canada Safeway Limited ("Safeway") and Scott Cadman & Associates Ltd. ("Scott Cadman") in respect of a number of matters relating to the redevelopment of the lands more particularly described in paragraph 2 below.

1. Description of Scott Cadman Lands

Scott Cadman owns the lands described in Schedule "1" annexed hereto (such lands being herein collectively called the "Scott Cadman Lands").

2. Description of Safeway Lands

Safeway owns or is entitled to become the owner of the lands described in Schedule "2" annexed hereto (such lands being herein collectively called the "Safeway Lands").

3. Description of Redevelopment

We refer you to the site plan annexed hereto as Schedule "3" (the "Site Plan"), the same showing the redevelopment of the Safeway Lands.

4. Binding Effect of Agreement

By Scott Cadman executing a copy of this letter where indicated and delivering the same to Safeway, Scott Cadman will have agreed to all of the terms and conditions set forth herein and will have agreed to be bound by the same.

5. Grant of Rights of Way/Easements by Safeway

Safeway agrees to grant to Scott Cadman a right of way and easement in respect of that portion of the Safeway Lands shaded in green on the Site Plan and in respect of that portion of the Safeway Lands shaded in blue on the Site Plan.

6. Grant of Right of Way/Easement by Scott Cadman

Scott Cadman agrees to grant a right of way/easement to Safeway in respect of that portion of the Scott Cadman Lands shaded in red on the Site Plan.

7. General Matters Relating to Rights of Way/Easements

Scott Cadman and Safeway agree that the rights of way and easements referred to in paragraphs 5 and 6 above will be in form and content satisfactory to their respective solicitors, acting reasonably. Such rights of way/easements will be executed and delivered by no later than the 29th day of January, 1992.

8. Other Consents and Approvals by Scott Cadman

Contemporaneously with the execution and delivery of this letter agreement, Scott Cadman covenants and agrees to advise the City of Red Deer in writing that all matters identified in the September 3, 1991 letter of Scott Cadman to the City of Red Deer, and in the December 11, 1991 letter of the City of Red Deer to Fielding & Dixon, barristers and solicitors respecting, among other things, Scott Cadman's consent to the closure of the laneway (portions of which are shaded in yellow on the Site Plan) have been resolved as between Scott Cadman and Safeway including, without limitation:

- (i) that Scott Cadman unconditionally approves of and has no objection to the closure of the aforesaid laneway; and
- (ii) that Scott Cadman agrees to the acquisition of a portion of such laneway by Safeway (with Scott Cadman acquiring the remaining portion of such laneway); and
- (iii) that Safeway and Scott Cadman have reached agreements, satisfactory to them, as to access and easements to the site from Gaetz Avenue and 45th Street.

Scott Cadman further agrees that if and to the extent necessary, Scott Cadman will, forthwith upon the request of Safeway, consent in writing to any consolidation plan consolidating the various lands constituting the Safeway Lands into one Certificate of Title.

9. Other Agreements of Safeway

Forthwith upon the Rights of Way/Easements in favour of Safeway referred to in paragraph 6 above being registered against title to the Scott Cadman Lands, Safeway will discharge its interest in the easement area situate on the Scott Cadman Lands as outlined in black on the Site Plan.

10. Miscellaneous

Upon the request of Safeway, Scott Cadman agrees to execute and deliver such other documents, easements, rights of way and instruments as may be reasonably required by Safeway in order to effect the re-development in accordance with the Site Plan, as the same may be amended from time to time.

All the covenants and agreements herein contained shall enure to the benefit of and be binding upon Scott Cadman and Safeway and their respective successors and assigns.

11. Execution by Scott Cadman

Safeway requests Scott Cadman to evidence its acceptance and agreement to the within terms and conditions by executing the enclosed copy of this letter where indicated and by: (a) faxing an executed copy thereof to Safeway's Solicitors on Monday, January 27, 1992; and (b) delivering an originally executed copy to Safeway's Solicitors by no later than the 28th day of January, 1992.

Yours truly,

CANADA SAFEWAY LIMITED

Per: 

ACCEPTANCE AND AGREEMENT

Scott Cadman hereby accepts and agrees to all the terms and conditions set forth in this letter and agrees to be bound by the same. Consent is given on the basis that existing land uses and restrictions are to remain.

DATED this 27th day of January, 1992.

SCOTT CADMAN & ASSOCIATES LTD.

Per: 

Per: _____

SCHEDULE "1"

The following are the legal descriptions of the lands owned by Scott Cadman & Associates Ltd. referred to in paragraph 1 of the Letter Agreement dated January 24, 1992 between Canada Safeway Limited and Scott Cadman & Associates Ltd. to which this Schedule "1" is annexed:

1. PLAN 8320091
BLOCK 45
LOT 1
EXCEPTING THEREOUT ALL MINES AND MINERALS

2. PLAN 6301 R.S.
LOT ONE-D (1-D)
EXCEPTING THEREOUT:
0.040 HECTARES (0.10 ACRES) MORE OR LESS
AS SHOWN ON SUBDIVISION PLAN 832 0091
RED DEER
(S.W. 16-38-27 W. 4th)
EXCEPTING THEREOUT ALL MINES AND MINERALS

1/488(4)

SCHEDULE "2"

The following are the legal descriptions of the lands owned or to be owned by Canada Safeway Limited as referred to in paragraph 2 of the Letter Agreement dated January 24, 1992 between Canada Safeway Limited and Scott Cadman & Associates Ltd. to which this Schedule "2" is annexed:

1. PLAN 2441 N.Y.
LOT TWO-A (2-A)
CONTAINING THREE AND SIXTY SIX HUNDREDTHS
(3.66) ACRES, MORE OR LESS
(RED DEER)
(SW 16-38-27-4)
RESERVING THEREOUT ALL MINES AND MINERALS

(SAFEWAY LARGE SITE)
2. PLAN 2441 N.Y.
LOT ONE-B (1-B)
CONTAINING 0.117 HECTARES MORE OR LESS
RED DEER
(S.W. 16-38-27-W.4TH)

(SAFEWAY SMALL SITE)
3. PLAN 6881 ET
BLOCK 44
LOTS 16 AND 17
EXCEPTING THEREOUT ALL MINES AND MINERALS

(BOTH DOLINSKY LOTS)
4. PLAN 6881 ET
BLOCK 44
LOT 15
EXCEPTING THEREOUT ALL MINES AND MINERALS

(KAYLOR)
5. PLAN 4816 RS
BLOCK 44
LOT 14A
EXCEPTING THEREOUT ALL MINES AND MINERALS

(GLENN'S)
6. PORTION OF LANEWAY REPRESENTED BY LANE CLOSURE BY-LAW 3052/91

1/488(5)

To Charlie
Date Jan 24 Time 8:32

WHILE YOU WERE OUT

M Michael Kenney
of Safeway
Phone No. 260 - 8683

TELEPHONED		PLEASE CALL	
WAS IN TO SEE YOU		WILL CALL BACK	
WANTS TO SEE YOU		URGENT	
RETURNED YOUR CALL			

Message Copy to - Bill Lee
- Peter Holloway
- Ken Harlop

Message taken by _____

**THE CITY OF RED DEER**

P. O. BOX 5008, RED DEER, ALBERTA T4N 3T4

FAX: (403) 346-6195

City Clerk's Department 342-8132

December 11, 1991

Fielding & Dixon
2nd Floor
4811 - 48 Street
RED DEER, Alberta
T4N 1S6

Attention: Mr. H. Fielding

Dear Sir:

RE: PORT-O-CALL SHOPPING CENTRE

Your letter of November 19, 1991 pertaining to the above topic appeared on the Council agenda of December 9, 1991.

Following is the resolution which was passed by Council in regard to the request of your clients to purchase a portion of the closed lane right-of-way.

"RESOLVED that Council of The City of Red Deer hereby agrees to the sale of a portion of the lane right-of-way adjoining the north boundary of Lot 1D, Plan 6301 R.S. to the owners of said lot, subject to the following:

1. Sale of land to be at market value;
2. Consolidation of the lane right-of-way with the purchaser's lot by plan of survey;
3. All costs associated with the consolidation to be borne by the purchaser;
4. The purchaser to grant an easement back to The City of Red Deer to protect the utilities existing within the lane right-of-way;

....2

*a delight
to discover!*

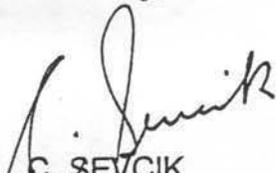
Mr. H. Fielding
Fielding & Dixon
December 11, 1991
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5. The purchaser to be responsible for all legal fees and legal survey fees pertaining to the preparation and registration of the easement agreements and utility right-of-way plan;
6. The land sale agreement with Canada Safeway Ltd. to be modified to provide for the sale of the portion of lane referred to above to the adjacent property owner and that the sale of the balance of the lane to Canada Safeway Ltd. be held in abeyance pending resolution of the concerns of the adjacent owners by Canada Safeway Ltd., and written confirmation from the owners that they are satisfied;
7. Agreements satisfactory to the City Solicitor."

The Land Department will be preparing the legal documentation pertaining to the sale of the portion of lane right-of-way to your clients, including the modified land sale agreement with Canada Safeway Ltd. Prior to the execution of said documents by the City, however, written confirmation from your clients will be required advising that their concerns have been resolved by Canada Safeway Ltd.

Trusting you will find this satisfactory. If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,



C. SEVCIK
City Clerk

CS/jt

c.c. City Assessor
E. L. & P. Manager
City Solicitor
Scott Cadman & Associates Ltd.
101, 4419 - 50 Avenue
Red Deer, AB T4X 3Z5

Director of Engineering Services
Senior Planner
Canada Safeway Ltd.
47 Floor, Petro Canada Centre
150 - 6 Ave. S.W., P.O. Box 864, Strn. M
Calgary, AB T2P 2J6
Attn: Mr. Michael Kenny,
Real Estate Representative

Community Services



Master Plan

COMMUNITY SERVICES MASTER PLAN

Contributing Staff:

Craig Curtis	- Director of Community Services
Lowell Hodgson	- Recreation & Culture Manager
Don Batchelor	- Parks Manager
Colleen Jensen	- Social Planning Manager
Paul Meyette	- Principal Planner (R.D.R.P.C.)
Diane George	- Senior Secretary
Kathryn Lefebvre	- Secretary
Chris Kopf	- Landscape Technician
Gerrit Willems	- Planning Technician (R.D.R.P.C.)

November 27, 1991

COMMUNITY SERVICES MASTER PLAN

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1.0 INTRODUCTION

The Community Services Master Plan is the policy framework for the coordination and delivery of recreation, culture, parks, and social services in the city of Red Deer.

1.1 CITY POLICY FRAMEWORK

The Community Services Master Plan has been prepared within the context of the City's Mission Statement and Goals as articulated in the Vision 2020 Policy document. This document is a long-range plan with a 30 year time horizon, which was adopted by City Council in July 1991.

1.2 CITY ADMINISTRATION

The Community Services Division of the city administration is responsible for the coordination and delivery of recreation, culture, parks, and social services in the city. It includes the Parks, Recreation & Culture, and Social Planning Departments as well as the Red Deer and District Archives.

1.3 DIVISION POLICY FRAMEWORK

Within the context of the Vision 2020 Policy document, the following mission statements have been adopted for the Division and its departments:

- Community Services Division:

- To work with the citizens of Red Deer in identifying evolving community needs and values, and to provide leadership in the planning, development, and provision of services in the areas of recreation & culture, parks, and social planning.

- Recreation & Culture Department:

- To work with the citizens of Red Deer in providing a diverse range of recreation and culture programs, services and facilities, thereby, enhancing both individual and family well-being.

- Parks Department:

- To work with the citizens of Red Deer in managing a park/open space system and developing programs and services which maintain, preserve and enhance the built and natural environments which are unique to Red Deer's "quality of life".

- Social Planning Department:

- To work with the citizens of Red Deer to support and enhance individual, family, and community life by evaluating community needs and facilitating the planning, development, and delivery of programs that address social concerns.

1.0 INTRODUCTION

The Community Services Master Plan is the policy framework for the coordination and delivery of recreation, culture, parks, and social services in the city of Red Deer.

1.1 CITY POLICY FRAMEWORK

The Community Services Master Plan has been prepared within the context of the City's Mission Statement and Goals, as articulated in the Vision 2020 Policy document. This document is a long-range plan with a 30-year time horizon, which was adopted by City Council in July 1991.

1.2 CITY ADMINISTRATION

The Community Services Division of the city administration is responsible for the coordination and delivery of recreation, culture, parks, and social services in the city. It includes the Parks, Recreation & Culture, and Social Planning Departments, as well as the Red Deer and District Archives.

1.3 DIVISION POLICY FRAMEWORK

Within the context of the Vision 2020 Policy document, the following mission statements have been adopted for the division and its departments:

- **Community Services Division:**

- To work with the citizens of Red Deer in identifying evolving community needs and values, and to provide leadership in the planning, development, and provision of services in the areas of recreation, culture, parks, and social planning.

- **Recreation & Culture Department:**

- To work with the citizens of Red Deer in providing a diverse range of recreation and culture programs, services and facilities, thereby, enhancing both individual and family well-being.

- **Parks Department:**

- To work with the citizens of Red Deer in managing a park/open space system and developing programs and services which maintain, preserve and enhance the built and natural environments which are unique to Red Deer's "quality of life".

- **Social Planning Department:**

- To work with the citizens of Red Deer to support and enhance individual, family, and community life by evaluating community needs and facilitating the planning, development, and delivery of programs that address social concerns.

1.4 MASTER PLAN OBJECTIVES

The objectives of this Master Plan are as follows:

- To clarify the "mission" for the Community Services Division and its departments within the context of the City's Vision 2020 Policy.
- To facilitate the provision of a wide range of community services to meet the evolving needs of residents in the community and identify the most appropriate mechanisms for service delivery.
- To facilitate a high degree of public involvement in planning for community service facilities and programs.
- To develop strategies to promote volunteerism through positive reinforcement and active management.
- To provide a policy framework for the planning, development, and maintenance of open space in the city.
- To provide a policy framework for the development, management, and maintenance of community service facilities in the city.
- To provide a policy framework for the delivery of community service programs and services in the community.
- To provide a policy for the division in regard to environmental initiatives, programs, and services.
- To outline the financial implications of the proposed initiatives and provide a framework for assessing the appropriate degree of subsidy for all community service programs and facilities reflecting the user pay principle where appropriate.

1.5 MASTER PLAN METHODOLOGY

- The City should review specific policies and recommendations in the Master Plan on an ongoing basis. A complete review of the plan should be undertaken every five years.

2.0 DEMOGRAPHIC CHARACTERISTICS**2.1 POPULATION GROWTH**

The population of Red Deer in 1990 was 56,922.

2.2 POPULATION PROJECTIONS

The proposals in this Master Plan are based on the medium growth scenario for the next 30 years. This assumption may be summarized as follows:

- short term	1990 - 2000	- population	68,527
- medium term	2000 - 2010	- population	82,636
- long term	2010 - 2020	- population	99,055

2.3 POPULATION AGE STRUCTURE

- Pre-school (0 - 4 years)
- Youth (5 - 19 years)
- Young Work Force (22 - 44 years)
- Older Work Force (45 - 64 years)
- Seniors (65+ years)

2.4 POPULATION DISTRIBUTION

The City has been divided into a number of clearly identified neighbourhoods which have been further grouped into the following four recreation districts:

- North District
- Central District
- West District
- Southeast District

Approximately 39% of Red Deer's total population is located in the North District, north of the Red Deer River.

2.5 FAMILY STRUCTURE

There are 14,923 family households in Red Deer, which comprise 83.8% of the total population. Seventy-seven point eight per cent (77.8%) of children in Red Deer are raised in two-parent households, and 22.3% in one-parent households.

2.6 ETHNIC ORIGIN

People of British descent comprise nearly 30% of the city's population which is higher than the provincial average. People of German and French descent are the second and third largest groups. The percentage of Ukrainians and Aborigines is substantially lower than the provincial average.

2.7 PERSONS WITH DISABILITIES

For the purposes of this Master Plan a disability is defined as "any restriction or lack of ability to perform an activity in the manner or within a range considered normal for a human being" (World Health Organization). This includes persons with mental and physical disabilities.

3.0 OPEN SPACE

For the purposes of this Master Plan open space is defined as publicly owned land, which is utilized for parks or recreation purposes. Open space includes areas developed with specific recreation facilities as well as natural areas which are being preserved because of their environmental characteristics.

3.1 OVERVIEW OF OPEN SPACE

Open space in Red Deer is provided at three levels of service:

- City Level
- District Level
- Neighbourhood Level

- The Parks Department should maintain and update its parkland classification system. An additional natural area/ecospace classification system should be developed by which the value of these spaces would be assessed.

3.2 CITY LEVEL OPEN SPACE

- The City should continue to support the Regional River Valley Concept and should work cooperatively with the Red Deer Regional Planning Commission and the Counties of Red Deer and Lacombe to promote the preservation and recreational use of the Red Deer River valley as a regional open space corridor
- The City should continue the policy of acquiring escarpment and natural amenity areas through reserve dedication and land purchase. Priority should be given to the acquisition of the following areas as outlined on Plan 3.
 - The City should endeavour to acquire a strip of land or easement along the Red Deer River between Fort Normandeau and Heritage Ranch in order to provide a trail link between the two facilities as outlined in the Waskasoo Park Master Plan.
 - The City should endeavour to acquire the balance of privately owned land immediately west of the River Bend Golf Course and Recreation Area.
 - The City should endeavour to acquire the natural area known as Spruce Woods between the River Bend Golf Course and McKenzie Trail Recreation Area in the medium/long term, possibly through reserve dedication.
 - The City should endeavour to expand the Bower Woods area to the east through the dedication of Environmental and Municipal Reserve when the adjacent area is subdivided for residential development.
- The City should work with Red Deer College and the Province to ensure the acquisition of the privately-owned site known as the Bower Natural Area, and the preservation of the wooded portion of the site for future recreation use.

- The City should continue to support and promote the concept of a regional recreational trail between Red Deer and Sylvan Lake along the abandoned railway right-of-way.
- The City should continue to protect the recreational and natural amenity areas in the city by their designation as P1-Parks & Recreational and A2-Environmental Preservation in the Land Use Bylaw. School and education sites should be designated PS-Public Service, at the initial stages of development.

3.3 DISTRICT LEVEL OPEN SPACE

- The City should provide open space at the district level through a combination of Municipal Reserve dedication and land purchase.

3.4 NEIGHBOURHOOD LEVEL OPEN SPACE

- The City should provide open space at the neighbourhood level through the Municipal Reserve dedication at the time of subdivision.

3.5 POLICING OF OPEN SPACE

- The Division shall regularly review existing bylaws which relate to the policing of open space and address concerns which may be raised from time to time by the public, the Recreation, Parks, and Culture Board, Environmental Advisory Board, and City Council.
- The Division's emphasis in the policing of open space shall be on public education. The Division Information Officer shall have primary responsibility for the development of awareness campaigns, in consultation with the Parks and Recreation & Culture Departments.
- The Division staff shall, during regular site inspections, identify infractions of existing bylaws and notify the Building Inspections Department to undertake the necessary enforcement.

4.0 FACILITIES

Facilities are indoor and outdoor areas and structures that are specifically developed and operated to accommodate a given set of activities. They may range from a simple neighbourhood playground to an extensive multi-use recreation complex.

4.1 OVERVIEW OF CURRENT FACILITIES

Community Services facilities in Red Deer are provided at three levels of service:

- City Level
- District Level
- Neighbourhood Level

The provision and operation of facilities is a major responsibility of the Community Services Division and accounts for a substantial portion of annual budget expenditures.

4.2 CITY LEVEL FACILITIES**4.2.1 A.C.R. TRAIL (Waskasoo Park)**

- The A.C.R. Trail area should be retained primarily as a natural area along the Waskasoo Creek trail system, with limited facility development. The impact of the proposed major continuous corridor road on this area should be carefully reviewed.

4.2.2 ALTO RESTE MEMORIAL CEMETERY

- The City should continue to operate the Alto Reste Cemetery, in accordance with existing standards and proceed with the development of the expansion area, as required.
- The City should encourage the sale of columbarium niches at Alto Reste Cemetery as a desirable use of limited cemetery lands.

4.2.3 ARENA (Red Deer Arena)

- The Red Deer Arena should be retained as a spectator arena facility with limited summer use.
- The City should give a high priority to upgrading the dressing rooms and bringing the building up to present Building Code requirements.

4.2.4 BARRETT PARK (Waskasoo Park)

- Barrett Park should be retained as a natural and landscaped park area along the Waskasoo Creek trail system. The area should be retained for passive recreation adjacent to downtown residential communities, and no active recreation facilities should be developed.

4.2.5 BOWER NATURAL AREA

- The City should continue to support Red Deer College in its attempts to acquire the Bower Natural Area, and preserve the wooded portion of the site as a low-key, natural area for non-motorized recreation, with trails for running, orienteering and cross-country skiing. However, no capital funding should be allocated for this purpose.

4.2.6 BOWER PONDS (Waskasoo Park)

- Bower Ponds should be maintained as a landscaped family recreation area. No additional facilities should be developed in this location due to limited access and parking.
- The City should give a high priority to the maintenance and reconstruction of the retaining wall, trail, stage and deck system along the west bank of the ponds.

- The City should continue to operate the pavilion/concession on a contractual basis.
- The City should continue to recognize Cronquist House Multicultural Centre as the focus of multicultural activities in the city. Programming should encourage maximum use of the house, in conjunction with activities such as the annual Folk Festival.

4.2.7 BOWER WOODS (Waskasoo Park)

- Bower Woods should be retained as a natural area along the Piper Creek trail system. This area should be expanded through Reserve dedication in the future, when adjacent privately-owned lands are developed.

4.2.8 CAMILLE J. LEROUGE HIGH SCHOOL SITE

- The City should support the retention of the existing recreation facilities on the Camille J. Lerouge high school site.

4.2.9 CITY HALL PARK

- City Hall Park should be retained as a landscaped ornamental park for passive recreation, and no additional facilities should be developed within its present boundaries. A high priority should be given to reconstructing the unistone walkways within the park.

4.2.10 COMMUNITY SERVICES CENTRE

- The Community Services Centre should be retained to provide shared accommodation and resources for community service agencies in the city.
- The City should continue to contract the management of the centre through the Red Deer Family Service Bureau.
- The manager of the facility should continue to promote a cooperative planning approach through the Facility Advisory Board and rents should be established to balance total operating costs.

4.2.11 CORONATION PARK (Waskasoo Park)

- Coronation Park should be retained as a landscaped, ornamental park for passive recreation, and no additional facilities should be developed.

4.2.12 OLD COURT HOUSE COMMUNITY ARTS CENTRE

- The City should support the Red Deer & District Allied Arts Council in its operation of the Old Court House Community Arts Centre, as a focus of the arts community of Red Deer. The maintenance, operation and management of the facility shall continue to be administered by a management board consisting of representatives of the Allied Arts Council and the City.

4.2.13 CURLING RINK (Red Deer Curling Rink)

- The City should support the principle of expanding the Red Deer Curling Club by an additional four sheets of ice.

4.2.14 FORT NORMANDEAU (Waskasoo Park)

- Fort Normandeau should be retained and supported as the centre of a cultural and historical interpretation for the site and for Waskasoo Park as a whole. The site should be actively promoted as a tourist attraction.

4.2.15 GAETZ LAKES SANCTUARY (Waskasoo Park)

- Gaetz Lakes Sanctuary should be retained as the major conservation area within Waskasoo Park. Only limited trail development should be permitted within the designated boundaries.
- Kerry Wood Nature Centre should remain the focus of natural history interpretation for Waskasoo Park and the surrounding region, and should be promoted as a major tourist attraction.
- The historic Allen Bungalow should be retained as a residence for on-site supervision and control.
- Gaetz Lakes Sanctuary should continue to be operated in accordance with the terms and conditions established by the Province and monitored by Gaetz Lakes Sanctuary Committee.
- The City should reaffirm the present road configuration adjacent to Gaetz Lakes Sanctuary, which does not provide for a direct vehicular link between 67 Street and 45 Avenue.
- The Normandeau Cultural & Natural History Society should prepare a management plan for Gaetz Lakes Sanctuary, and encourage public input during the planning process.
- The City should ensure that future development to the east of Gaetz Lakes Sanctuary be carefully planned, in order to protect the escarpment and avoid any detrimental impact on the sanctuary.

4.2.16 GAETZ PARK (Waskasoo Park)

- Gaetz Park should be retained primarily as a natural area along the main river trail system, and no additional facilities should be developed. Reforestation of the area should be undertaken on an ongoing basis.

4.2.17 GALBRAITH PARK (Waskasoo Park)

- Galbraith Park should be retained as a natural area along the main river and creek trail system. Reforestation of the area should be undertaken on an ongoing basis.

4.2.18 GOLDEN CIRCLE SENIORS CENTRE

- The Golden Circle Seniors Centre should continue to be supported as the City's major facility for seniors.
- The City should carefully review the space utilization study upon completion to determine the most practical and cost effective way of accommodating increasing requests for seniors programs.

4.2.19 GREAT CHIEF PARK (Waskasoo Park)

- Great Chief Park should remain as the city's primary spectator athletic park. A high priority should be given to the installation of an underground irrigation system.

4.2.20 GREAT WEST ADVENTURE PARK (Waskasoo Park)

- Great West Adventure Park should be retained as a primary activity node for BMX, and as the designated access point to the river for powerboats and snowmobiles.

4.2.21 HERITAGE RANCH (Waskasoo Park)

- Heritage Ranch should be actively promoted as a tourist attraction in the region and a gateway to Waskasoo Park. The facility shall serve as the city's year-round Visitor Information Centre, operated under agreement with the Red Deer Tourist & Convention Board.
- Heritage Ranch should be promoted as the focus of equestrian activities within Waskasoo Park and the equestrian trail system should be maintained to a high standard.
- The City should strictly enforce the bylaw prohibiting dogs in Heritage Ranch, except on the bicycle/pedestrian trail system.
- The City should support the further development of "The Crossing" concept at Heritage Ranch by the Red Deer Tourist and Convention Board.
- The City should reaffirm its support for the bid to locate the Alberta Sports Hall of Fame in Red Deer, with the preferred site on Highway 2 at Heritage Ranch.

4.2.22 HIGHLAND GREEN ESCARPMENT (Waskasoo Park)

- Highland Green escarpment should be retained as a natural and landscaped park area. The bicycle/pedestrian trail system should be extended from Taylor Drive to 52 Avenue in the future, as proposed in the Bicycle Master Plan.

4.2.23 KIN KANYON

- Kin Canyon should be retained as a natural and landscaped area, and reforestation should be undertaken on an ongoing basis. Consideration should be given to upgrading

the playground facilities in this location. The use and safety of the main bicycle trail system should be reviewed on a regular basis.

4.2.24 KINEX ARENA

- The Kinex Arena should be retained for typical arena activities with limited summer use.

4.2.25 LANDFILL SITE

- The City should support the future development of the existing landfill site as an extension of Westerner Park incorporating sports fields and overflow parking facilities. The City should give a high priority to preparing a detailed development and reclamation plan for this area.

4.2.26 LIBRARY (Red Deer Public)

- The Red Deer Public Library should be maintained in its existing location. The proposed expansion into the historic armoury building should be given a high priority, once a new fire hall has been constructed.
- The City should support the development of a small lecture theatre/auditorium within the library expansion as a focus for cultural programming in the downtown area.

4.2.27 LINDSAY THURBER COMPREHENSIVE HIGH SCHOOL SITE

- The City should support the retention of the existing recreation facilities on the Lindsay Thurber Comprehensive High School site.
- The City should work with both school boards to ensure that the Legion Track is maintained to a high standard as a city level facility.

4.2.28 LIONS CAMPGROUND (Waskasoo Park)

- The Lions Campground should continue to be promoted as a major tourist stop-over point. The City should continue to contract the operation to a private operator.

4.2.29 MASKEPETOON PARK

- The southwest portion of Maskepetoon Park should be preserved in its natural state. Development should be limited to low key interpretive hiking trails and viewing areas.
- The City should retain the athletic park site for future development depending on demand and the availability of capital funds. The facilities should be planned to complement those in Great Chief Park.

4.2.30 McKENZIE TRAIL RECREATION AREA (Waskasoo Park)

- The McKenzie Trail Recreation Area should be retained as a natural extension of the Gaetz Lakes Sanctuary and as a major picnicking area within Waskasoo Park. The City

should give a high priority to identifying funding sources for the proposed group picnic facility.

4.2.31 MEMORIAL CENTRE

- The Memorial Centre Theatre should be retained as a basic auditorium of a non-technical nature for use by community groups. The City should give a high priority to upgrading the facility as outlined in the division's Facilities Management/Maintenance Plan.
- The City should support the Red Deer International Folk Festival Society in its operation of the Memorial Festival Hall and ensure access by the Red Deer Public School District for gymnastics programs.

4.2.32 MICHENER CENTRE

- The City should continue to work with the Michener Centre administration to ensure community access to the centre's facilities, including the swimming pools, which serve the East Hill District.
- The City should continue to support retention and community operation of the former A.S.H. Curling Rink.
- The City should assess the impact of the Province's deinstitutionalization policy and ensure that the Province provides adequate support services in the community.

4.2.33 MUSEUM AND ARCHIVES (Red Deer & District)

- The City should continue to support the Red Deer & District Museum as the focus of cultural history interpretation and education for the City and the region, and should be promoted as a major tourist attraction. Efforts to upgrade the quality of permanent exhibits and interpretive programming should be given a high priority.
- The City should continue to support the Red Deer & District Archives as the repository of records, manuscripts, photographs and publications for the City and the region.

4.2.34 PINES ESCARPMENT (Waskasoo Park)

- Pines Escarpment should be retained as a natural area, with low-key trails for hiking and cross-country skiing. The trail system should be extended north from 77 Street to Highway 11A in the medium/long term.

4.2.35 PIPER'S MOUNTAIN (Waskasoo Park)

- Piper's Mountain should be retained primarily in its natural state, with limited trail development. Further mitigation of the archaeological site should be considered in the future.

4.2.36 RECREATION CENTRE

- The Recreation Centre should continue to operate as a public recreation facility and administrative centre for the City's Recreation & Culture Department.
- No expansion of the Recreation Centre should be considered. However, the City should give a high priority to major maintenance and upgrading of the outdoor pool in the short term.

4.2.37 RED DEER CEMETERY

- The City should continue to operate the Red Deer Cemetery in accordance with existing standards.

4.2.38 RED DEER COLLEGE

- The City should ensure community access to the extensive performing arts facilities at the College, as outlined in the joint use agreement.
- The City should continue to support the development of a future concert hall and art gallery at the Red Deer College as Phases II and III of the Arts Centre in the medium/long term, as contemplated in the joint use agreement.
- The City should endorse the college's practice of maintaining community access to the Red Deer College Learning Resources Centre.
- The City should continue to support the operation of the Kevin Sirois Fitness Testing and Training Centre.
- The City should endorse the college's practice of maintaining community access to its physical education facilities. The City should support the development of a campus centre at the college in the medium term.
- The City should continue to maintain the ball diamonds and sportsfields on the college site and ensure community access, as outlined in the joint use agreements.
- The City should endorse the college's policy of preserving the natural area in the southern portion of the site, to be used in conjunction with the Bower Natural Area for hiking, cross-country skiing, and orienteering.
- The City should support the development of a golf course on the cultivated portion of the college site south of Waskasoo Creek and immediately adjacent to Highway #2.

4.2.39 RED DEER DAY CARE CENTRE

- The Red Deer Day Care Centre should continue to be operated as a city level child care facility under a management agreement with the Red Deer Child Care Society. City funding should be directed towards low income and single parent families.

- The City should carefully monitor the ongoing maintenance of the facility and consider construction or lease of alternate accommodation in the short term upon completion of debenture payments.

4.2.40 RED DEER GOLF & COUNTRY CLUB

- The City should monitor and adhere to all terms of the easement agreement with the Red Deer Golf & Country Club for the bicycle/pedestrian trail along the river.

**4.2.41 RIVER BEND GOLF COURSE AND RECREATION AREA
(Waskasoo Park)**

- River Bend should be maintained as a major public golfing facility. Fees should continue to be comparable with the fees charged by golf courses operated by the private sector, in order to avoid unfair competition.
- River Bend should be maintained as the major cross-country skiing facility in the city. Trails should be track set and groomed to a high standard, and use of the biathlon range should be carefully monitored.
- The City should consider the future development of the west lake with additional family recreation facilities, as the demand arises.

4.2.42 RIVERSIDE PARK (Waskasoo Park)

- Riverside Park should be retained as part of the City's park inventory and act as a natural buffer between The Pines residential area and future industrial development on adjacent land.

4.2.43 ROTARY PICNIC PARK (Waskasoo Park)

- Rotary Picnic Park should be retained as a major family picnic area and children's playground along the Waskasoo Park trail system. The playground should continue to cater for children of all abilities.

4.2.44 ROTARY RECREATION PARK

- Rotary Recreation Park should be retained as a landscaped park, incorporating a number of the city's major recreation and culture facilities.
- The City should prepare a revised development plan for the park, incorporating facilities which can be realistically developed in the short/medium term. This plan should provide for the southerly expansion of the park up to 43 Street and development of a bicycle/pedestrian trail system.

4.2.45 SNELL GARDENS (Waskasoo Park)

- Snell Gardens should be retained as a landscaped ornamental park, with further botanical enhancements in the future. The City should continue to operate the greenhouse and lease the residence, until such time as maintenance costs become uneconomical.

4.2.46 SOUTH BANK TRAIL (Waskasoo Park)

- The South Bank Trail should be retained as a landscaped and natural area, providing access for the main river bicycle/pedestrian trail system. Attempts should be made to widen and/or improve the suitability of this area as part of the wildlife corridor through the city.

4.2.47 STEPHENSON PARK (Waskasoo Park)

- Stephenson Park should be retained as a natural area along the Waskasoo Park trail system and no additional facilities should be developed.

4.2.48 THREE MILE BEND (Waskasoo Park)

- Three Mile Bend should be retained as a natural park area where dogs are permitted off leash, with limited facility development. The area should be recognized as a focus for diverse recreation activities, such as freestyle ski training, archery, canoe lessons, and retriever training, as well as a valuable wildlife area.

4.2.49 VICTORY PARK (Waskasoo Park)

- Victory Park should be retained as a landscaped, ornamental park on an important arterial entryway, and no additional facilities should be developed.

4.2.50 WESTERNER NATURAL AREA

- The City should prepare a development plan for Westerner Natural Area as an extension of the Waskasoo Park system. Consideration should be given to the preservation of natural areas along Waskasoo Creek and the development of a bicycle/pedestrian trail as proposed in the Bicycle Master Plan.

4.2.51 WESTERNER PARK

- The City should support the Westerner Exposition Association in its operation of Westerner Park, and jointly participate in establishing management policy for the Centrum through the Centrum Management Board.
- The City should continue to guarantee payment of any operating deficits for the new facility in accordance with the funding agreement with the Province.
- The City should encourage the Westerner Exposition Association to prepare a new conceptual plan for Westerner Park.

4.2.52 WOODLEA PARK

- Woodlea Park should be retained primarily as a natural and landscaped park area. A new development plan should be prepared to accommodate a safe extension of the toboggan run onto the former ski hill, and the reforestation of the balance of the site.

4.3 DISTRICT LEVEL FACILITIES

District level facilities are those which serve whole sections of the city such as swimming pools, arenas, and large sportsfields. The planning of district level facilities is based on a series of recreation districts which include a number of individual neighbourhood units.

- The City should plan new district level facilities based on recreation districts with a population of approximately 20,000 persons.

4.3.1 DISTRICT LEVEL STANDARDS

- The City should plan for district school/park sites of a minimum of 15.0ha (37 acres) with one high school site and 24.0ha (59.3 acres) with two high school sites. These sites should be acquired through Municipal Reserve dedication and land acquisition, utilizing funds from the Public Reserve Trust Fund.
- The City should attempt to achieve the facility standards for district school/park sites as outlined on page 70.
- The City should permit portions of district school/park sites to be utilized for stormwater detention purposes, subject to an acceptable layout and design.
- The development of district parks should be funded through the tax levy and various grant programs. Where the park also serves a neighbourhood function, some of the facilities should be funded through the recreation levy.

4.3.2 NORTH DISTRICT

- The City should continue to operate the G.H. Dawe Community Centre through the G.H. Dawe Management Board as a partnership with both school boards.
- The City should give a high priority to the completion of the G.H. Dawe District Park site in accordance with the approved development plan.
- The Normandeau Day Care Centre should continue to serve as a district facility for the North District.

4.3.3 CENTRAL DISTRICT

- The City should work with the Public School Board to ensure that renovations to the Central Junior High School make provision for improved community access.

- The Recreation Centre Pool and Kinex Arena should continue to serve as district facilities for the Central District.

4.3.4 WEST DISTRICT

- The City should work with the Public School Board to undertake a feasibility study of facility modifications to the West Park Junior High School to improve accessibility and suitability for community use.
- The City should prepare a revised development plan for the West Park District Park making provision for improved landscaping, and incorporating a site for future district tennis courts.
- The Recreation Centre Pool and Kinex Arena should continue to serve as district facilities for the West Park district.

4.3.5 EAST HILL DISTRICT

- The City should continue to support the phased development of the East Hill District Park in accordance with the approved Development Plan, subject to a detailed review of the costs relating to each phase of development and its inclusion in the capital budget.

4.3.6 NORTHWEST DISTRICT

- The City should continue to designate a site for a future district park within the Northwest Area Structure Plan, to be acquired through reserve dedication in the future. Development is only proposed in the medium/long term.

4.3.7 SOUTHEAST DISTRICT

- The City should prepare a revised development plan for the Southeast District Park making provision for improved site grading and landscaping.
- The Michener Centre Pool and Kinsmen Community Arenas should continue to serve as a district facility for the southeast recreation district.

4.4 NEIGHBOURHOOD LEVEL FACILITIES

Neighbourhood level facilities are those which serve local neighbourhoods on a day-to-day basis, including neighbourhood parks, playgrounds and sportsfields.

- The City should plan new neighbourhood level facilities based on neighbourhood units of one quarter section with a population of 2,500 to 3,000 persons.

4.4.1 NEIGHBOURHOOD LEVEL STANDARDS

- The outline plans for neighbourhood units shall normally include a minimum 10% Municipal Reserve dedication. The Municipal Reserve shall provide for a conveniently

located neighbourhood school/park site of a minimum size of 5.1ha (12.5 acres), open space linkage, and parkettes.

- The outline plan for neighbourhood units shall make provision for two sites of 0.12ha (0.3 acres) for the possible development of social care residences and one site of 0.12ha (0.3 acres) for the possible development of a public or private day care facility.
- The City should attempt to achieve the facility standards for neighbourhood school/park sites as outlined on page 77 and 78, and illustrated in Figure 18.
- The City should permit up to 1.0ha (2.5 acres) of neighbourhood school/park sites to be utilized for stormwater detention purposes subject to an acceptable layout and design.
- The development of neighbourhood parks should continue to be funded through a recreation levy assessed against the developer. The cost of these facilities should be reviewed annually to ensure that sufficient funds are set aside to complete facility development. Accumulated funds should be invested by the City and the interest should be applied to the recreation levy account.

4.4.2 EXISTING NEIGHBOURHOOD LEVEL FACILITIES

- The City should continue to encourage community groups to raise funds for the preparation of detailed development plans and the development of enhanced facilities in neighbourhood parks.
- The City should give a high priority to upgrading landscaping and tree planting on certain older neighbourhood park sites where only limited landscaping was undertaken.
- The Parks Department should review all neighbourhood park sites and include recommendations for maintenance and upgrading in the division's Facility Management/Maintenance Plan.

4.5 FACILITY MANAGEMENT AND MAINTENANCE

- The division should maintain a 10-year Facility Management/Maintenance Plan which should be updated annually and presented to City Council prior to the annual budget deliberations.
- The City should endeavour to allocate a sum of approximately \$1.0 million per annum (1990 dollars) towards the management/maintenance of existing community service facilities.
- The City should maintain a moratorium on new capital facility development for community services for the period 1991-1995 excluding projects which show high cost benefits and projects outlined in the City's approved 1991-1995 Five-Year Capital Plan.

5.0 FACILITY TYPES

A "facility type" is a set of facilities that together satisfy a set of related community needs.

5.1 OVERVIEW OF FACILITY TYPES

The following four basic considerations were involved in the analysis of facility types.

- Identified Need
- Community Resources
- Fiscal Considerations
- Policy Considerations

5.2 ANALYSIS OF FACILITY TYPES**5.2.1 AMPHITHEATRE/BANDSTAND**

- The City should maintain the amphitheatre and stage at Bower Ponds for major community events such as the annual Folk Festival.
- The City should consider completion of the amphitheatre at River Bend Golf Course & Recreation Area in conjunction with other family recreation facilities in the medium/long term.
- The City should not attempt further programming of the Rotary Bandstand in Rotary Recreation Park and consider the redevelopment of this area in the future.
- The City should support the Towne Centre Association in its attempts to develop a "performance plaza" or bandstand within the downtown.

5.2.2 ARENA

- At the city level, the City should maintain the Red Deer Arena and Kinex, which will also serve the central and West Park districts.
- At the district level, the City should attempt to achieve a standard of developing an arena within new district parks to serve each future recreation district. No new facilities should be developed until existing facilities are fully utilized.

5.2.3 ART GALLERY

- The City should continue to support the development of a future art gallery at Red Deer College as Phase III of the performing arts centre. This facility should provide a permanent home for the college art collection and be available for community use.
- The City should retain the vacant site adjacent to the Old Court House Community Arts Centre for possible development as a community art gallery in the medium/long term.

5.2.4 ARTS AND CRAFTS FACILITY

- At the city level, the City should maintain the craft facilities within the Old Court House Community Arts Centre and Recreation Centre, and endorse the practice of maintaining community access to the facilities within Michener Centre and Red Deer College.
- At the district and neighbourhood level, the City should ensure that arts and crafts facilities within schools are available to the community, in terms of the joint use agreement.

5.2.5 BALL DIAMOND

- At the city level, future development of Maskepetoon Athletic Park should make provision for one additional Class 'A' baseball diamond.
- At the district level, the City should attempt to achieve a standard of four Class 'B' fastball diamonds at each district park site.
- At the neighbourhood level, the City should attempt to achieve a standard of at least one Class 'B' fastball diamond at each neighbourhood park site. Where no school site is included provision may be made for two Class 'B' fastball diamonds.

5.2.6 BICYCLE MOTOCROSS (BMX TRACK)

- The City should maintain the existing BMX track at Great West Adventure Park and monitor its use.

5.2.7 BOATING, CANOEING & LAUNCHING FACILITY

- The City should maintain the present canoe launching facilities within Waskasoo Park, and regularly maintain the access into the river channel.
- The City should encourage canoeing on Bower Ponds, Three Mile Bend and River Bend pond systems. However, canoeing on the more sensitive lake systems at Gaetz Lakes, McKenzie Trail Recreation Area and Heritage Ranch should be prohibited.
- The City should maintain the present powerboat launching site at Great West Adventure Park, and no additional powerboat facilities should be provided.

5.2.8 BOWLING ALLEY

- The City should not play a role in the provision of opportunities for bowling and should rely on commercial facilities operated by the private sector.

5.2.9 CAMPGROUND

- The City should monitor the use of Lions Campground and consider expansion at this site, or at an alternate location.

- The City should continue to study alternatives for the development of a primitive campground in Waskasoo Park to accommodate outdoor education programs.

5.2.10 CEMETERY

- The Parks Department shall give a high priority to the identification and planning of additional cemetery space, either in the form of expansion or at a new location, in the short/medium term.
- The Parks Department should continue to operate and maintain the two cemeteries to existing standards.
- The Parks Department should promote and encourage crematorium burials and columbarium niche placements as a wise use of municipal land.

5.2.11 CLUBHOUSE

- The City should develop a policy for the evaluation of requests for assistance by community services organizations in the development of clubhouses. This policy should outline conditions for the lease of land and for direct financial assistance.

5.2.12 COLISEUM

- The City should support the Westerner Exposition Association in the operation of the Centrum at Westerner Park and continue to guarantee payment of any operating deficits as required in accordance with the funding agreement with the province.

5.2.13 COMMUNITY HALL

- The City should not be involved in the development or operation of community hall type facilities and should rely on facilities operated by service clubs, non-profit societies, and the private sector.
- At the district and neighbourhood level, the City should ensure community access to social hall facilities within schools in terms of the joint agreement for facility use.

5.2.14 COMMUNITY SHELTER

- The City should attempt to achieve a standard of developing one basic community shelter in each neighbourhood park, funded through the recreation levy.
- The City should support the construction of an enhanced community shelter where no school is planned in the neighbourhood, provided that additional construction and operating costs are borne by a community association or group.
- The City should give a high priority to replacement of the Grandview Community Shelter and the renovation of specific community shelters, as outlined in the division's Facility Management/Maintenance Plan.

5.2.15 COURT FACILITY

- The City should not be involved in the provision of opportunities for the provision of court game facilities and should rely on commercial facilities operated by the private sector.

5.2.16 CURLING RINK

- The City should continue the policy of not being directly involved in the development or operation of curling rinks.
- The City should support the principle of expanding the Red Deer Curling Club by an additional four sheets of ice.

5.2.17 DANCE STUDIO

- The City should not be involved in the development or operation of specialized dance studios and should rely on commercial facilities operated by the private sector.
- The City should encourage the use of gymnasiums and multi-purpose rooms in schools for basic dance instruction.

5.2.18 DAY CARE CENTRE

- The City should continue to support the operation of its day care centres through the Red Deer Child Care Society. Special priority should be given to providing an accessible service for single parent and low income families, as well as the integration of children with disabilities.
- The City should view the private sector as a partner for the provision of additional day care. However, the location of these facilities should be closely monitored, with a preference for locations adjacent to parks and playgrounds.
- The City should monitor the demand for day care services and determine the City's future role through an external review, bearing in mind the division's service delivery policy.

5.2.19 EQUESTRIAN FACILITY

- The City should retain the equestrian facilities within Heritage Ranch and further promote their use.
- The City should maintain the policy of only permitting horseback riding on designated equestrian trails.

5.2.20 EXHIBITION FACILITY

- The City should recognize Westerner Park as the primary focus of exhibition facilities and should ensure that City facilities and events are complementary and comply with the current agreement.

- The City should support the Westerner Exposition Association in its operation of the exhibition facilities at Westerner Park.

5.2.21 FISHING POND

- The City should maintain stocked fishing ponds at Heritage Ranch and Bower Ponds for casual recreational fishing.

5.2.22 FITNESS CENTRE

- At the city level, the City should not be involved in the development and operation of specialized fitness centres and should rely on commercial facilities operated by the private sector. However, the City should continue to support the Kevin Sirois Fitness Testing and Training Centre.
- At the district level, the City should continue the policy of providing a small fitness facility at each district recreation centre, in conjunction with other recreation facilities.

5.2.23 GARDENS (Formal and Botanic)

- The City should retain the existing formal gardens at City Hall Park, Snell Gardens, and Victory Park and maintain these to a high standard.

5.2.24 GOLF FACILITY

- The City should continue to operate the golf facilities at Great Chief Park and River Bend Golf Course & Recreation Area. In order to avoid unfair competition, fees should be comparable with those charged by golf courses operated by the private sector.
- The City should not be involved in the development of additional golfing facilities and rely on provision through the private sector.

5.2.25 GYMNASIUM

- The City should not become directly involved in the development of gymnasium facilities and should rely on provision through the schools and other institutions.
- At the city level, the City should ensure community access to major gymnasiums at the high schools, Red Deer College, and Michener Centre.
- At the district and neighbourhood level, the City should ensure community access to school gymnasiums in terms of the joint agreement for facility use.

5.2.26 HERITAGE SITES

- The City should continue to support the Historical Preservation Committee operated by the Normandeau Cultural and Natural History Society.

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- The Normandeau Cultural and Natural History Society should coordinate an update and revision of the Interpretive Master Plan for Waskasoo Park. The City should maintain and enhance the program of cultural and natural history interpretive signage within the framework of this plan.
 - The City should actively promote the Red Deer Historical Walking Tours and the Red Deer Cemetery Tour, and support an extension of the interpretive signage program in the downtown area.
 - The Historical Preservation Committee should work with the Towne Centre Association to investigate ways of preserving heritage buildings in the downtown area and follow up initiatives outlined in the Downtown Concept Plan.

5.2.27 HORSESHOE FACILITY

- The City should maintain the existing horseshoe pits at Rotary Recreation Park and Kiwanis Picnic Grounds. Additional horseshoe pits are proposed within the future group picnic facility at the McKenzie Trail Recreation Area and at Lions Campground.

5.2.28 LAWNBOWLING FACILITY

- The City should retain the lawnbowling green within Rotary Recreation Park and maintain it to a high standard. No additional facilities should be considered.

5.2.29 LIBRARY

- The City should continue to support the Red Deer Public Library with funding through a special tax levy. The expansion of the facility into the firehall/armoury building should be given a high priority.
- The City should encourage Red Deer College to maintain community access to the Red Deer College Learning Resources Centre and cooperation with the Red Deer Public Library.
- At the district level, the City should continue to support the library at the G.H. Dawe Community Centre as a joint project with both school boards. The development of a branch library to serve the East Hill should be considered in the medium/long term.

5.2.30 MEETING ROOM

- At the city level, the City should promote and maximize the use of existing meeting room space in community service facilities.
- At the district and neighbourhood level, the City should ensure that meeting space in schools is available to the public in terms of the joint use agreement.

5.2.31 MODEL AIRPLANE FACILITY

- The City should not be directly involved in the development of a site for a model airplane facility.

5.2.32 MOTOCROSS TRACK

- The City should continue the policy of prohibiting motorized off-road vehicles within the City's park system. However, the City should support user groups in their attempt to find a suitable site outside city limits.

5.2.33 MULTICULTURAL CENTRE

- The City should support the Red Deer International Folk Festival Society in the operation of the Cronquist House Multicultural Centre and the Memorial Festival Hall. No additional facilities should be developed.

5.2.34 MUSEUM/INTERPRETIVE CENTRE

- The City should continue to support the Red Deer & District Museum and Archives, the Kerry Wood Nature Centre, and the Fort Normandeau Interpretive Centre as major interpretive and educational facilities for cultural and natural history and significant tourist attractions.
- The City should not support the development of the proposed Sunnybrook Farm Agricultural Museum until its viability is demonstrated through a detailed development plan/feasibility study.

5.2.35 MUSIC REHEARSAL/TEACHING FACILITY

- The City should not become involved in the development of music rehearsal/teaching facilities and should rely on provision through the schools and other institutions
- At the city level, the City should ensure community access to the extensive music rehearsal facilities at the Red Deer College Arts Centre.

5.2.36 PARKING

- At the city level, the City should develop appropriately sized parking areas at all major facilities. All parking areas should be paved and landscaped to City standards.
- At the district level, the City should work with the school boards to jointly develop and maintain parking areas to serve the individual demand at district parks.
- At the neighbourhood level, the City should rely on parking within school parking lots to serve the needs of neighbourhood parks. Where no school site is planned, the City should attempt to provide a small paved parking area of 14 stalls.

- The City should continue to provide designated handicapped parking stalls within each parking area and ensure that adequate wheelchair access is available.

5.2.37 PARTICIPARK

- The City should maintain the existing participark in Kin Canyon and evaluate the need for the facility when repairs are no longer effective.

5.2.38 PERFORMING ARTS FACILITY

- The City should ensure community access to the extensive performing arts facilities in the Red Deer College Arts Centre.
- The City should maintain and market the Memorial Centre Theatre as a basic auditorium for a variety of performances with a particular emphasis on community events which do not require advanced technical facilities.
- The City should continue to support the development of a future concert hall at Red Deer College in Phase II of the performing arts centre in the long term, as contemplated in the joint use agreement.
- The City should support the development of a small lecture theatre/auditorium with the expansion of the library in the short term.

5.2.39 PICNIC GROUNDS

- At the city level, the existing picnicking facilities should be retained and upgraded as required. The City should identify funding community sources for the development of a major group picnic facility at the McKenzie Trail Recreation Area.
- At the district and neighbourhood level, small picnicking facilities should be considered for inclusion in neighbourhood and district parks, depending on the characteristics of the site.

5.2.40 PLAYGROUND

- At the city level, the City should retain the existing playgrounds within major park facilities. Specific attention should be given to including additional facilities for the disabled.
- At the district level, playgrounds should be included within district parks where they serve a neighbourhood function.
- At the neighbourhood level, the City should attempt to maintain the standard of one pre-school and one elementary playground within each neighbourhood park, to be funded through the recreation levy. In general, the City should attempt to provide a playground within 400 m of each residence.
- The City should continue to work with volunteers and community groups in the development and upgrading of neighbourhood playgrounds.

5.2.41 ROLLER SKATING/ROLLER BLADING RINK

- The City should not be directly involved in the development or operation of a single-purpose roller skating or roller blading rink.
- The City should continue to provide roller skating/roller blading opportunities at City arenas depending on demand.
- The City should promote roller blading as an appropriate use of hard-surface trails, and require users to respect their multi-use nature.

5.2.42 RUNNING TRACK

- At the city level, the City should continue to support the development of a campus centre and all-weather track at Red Deer College in the medium/long term. In the interim, the City should maintain the Legion Track to a high standard.
- The City should continue to explore alternatives for the future development of an indoor track.
- At the district level, the City should attempt to achieve a standard for one shale running track within each future district park.

5.2.43 SCHOOL

- The City should continue to support the agreement with the school boards for the allocation of Municipal Reserve in neighbourhood and district parks for school sites. The City should ensure designated school sites are clearly identified for the purposes for which they are planned.
- The City should continue to support the agreement with the school boards for the joint planning, development, and operation of playgrounds and joint use sites.
- The City should continue to support the agreement with the school boards for mutual free use of school and City community services buildings and facilities. In terms of this agreement, the City should ensure community access to major facilities.

5.2.44 SENIOR CITIZENS CENTRE

- The City should continue to support the operation of the Golden Circle Seniors Centre and the Downtown House through the Family and Community Support Services (F.C.S.S.) Program.
- The City should continue to monitor the need for new facilities for seniors citizens in the future.

5.2.45 SHUFFLEBOARD COURT

- The City should maintain the existing shuffleboard courts in Rotary Recreation Park and no additional facilities should be provided.

5.2.46 SKATEBOARD PARK

- The City should not be involved in the development and operation of a skateboard park. However, the City should consider the lease of a site for development and operation by a private group.

5.2.47 SKATING POND

- The City should retain the existing skating pond and pavilion at Bower Ponds and maintain them to a high standard. No provision should be made for skating on the ponds at Heritage Ranch, McKenzie Trail Recreation Area, and Three Mile Bend.
- The City should continue to prohibit skating and other defined recreation activities in the sensitive Gaetz Lakes Sanctuary.
- The City should consider the development of the south lake at River Bend for family skating in the medium/long term, as demand arises.

5.2.48 SKATING RINK (Outdoor Ice)

- At the neighbourhood level, the City should attempt to achieve a standard of one boarded and one snowbank rink within each neighbourhood park.
- The City should actively promote the involvement of community organizations in the operation and maintenance of outdoor rinks.

5.2.49 SKIING FACILITY

- The City should not consider the development of downhill facilities but encourage community downhill ski programming at Canyon Ski and Recreation Area.
- The City should maintain River Bend as the focus of cross-country skiing in the city with trails track set and groomed to acceptable standards, and linked with the biathlon range.
- The City should retain the freestyle ski jump facility at Three Mile Bend, providing that it is adequately controlled and managed by the user association.

5.2.50 SNOWMOBILE AREA/ACCESS

- The City should continue the policy of prohibiting snowmobiles within the city's park system, except along the frozen Red Deer River channel. The snowmobiling access ramp and facilities at Great West Adventure Park should be maintained and no additional facilities should be developed.

5.2.51 SPEEDSKATING OVAL

- The City should retain the speedskating oval in Rotary Recreation Park as a first class speedskating facility, accessible to competitive skaters and the public at large.

5.2.52 SPORTSFIELD

- At the city level, the future development of Maskepetoon Athletic Park should make provision for at least two Class 'A' sportsfields.
- At the district level, the City should attempt to achieve a standard of four Class 'A' sportsfields at each district park site.
- At the neighbourhood level, the City should attempt to achieve a standard of at least one Class 'B' sportsfield at each neighbourhood park site.
- The City should not develop any overlapping sportsfields and ball diamonds within new neighbourhood and district parks. Overlapping fields should be eliminated wherever possible when existing park facilities are upgraded.

5.2.53 STADIUM

- The City should monitor the need for additional spectator seating/stadium facilities at Great Chief Park in the future.

5.2.54 SWIMMING POOL

- At the city level, the City should maintain the swimming pools at the Recreation Centre, and encourage continued community use of the pools at the Roland Michener Recreation Centre.
- At the district level, the City should attempt to achieve a standard of developing a modified leisure pool within new district parks to serve each future recreation district. No new facilities should be developed until existing facilities are fully utilized.

5.2.55 TENNIS COURT

- At the city level, the City should retain the tennis complex within Rotary Recreation Park.
- At the district level, the City should attempt to achieve a standard of eight tennis courts within each new district park. Consideration should also be given to the development of additional tennis courts within existing district parks.
- At the neighbourhood level, the City should provide a site for a multi-purpose pad/tennis court which may be developed with community support.

5.2.56 TRAIL

- The City should maintain the existing bicycle/pedestrian trail system and adopt the proposals for extension, as outlined on Plan 5, as a framework for future development by both the Parks and Engineering Departments.
- The City should maintain the existing hiking and equestrian trail system and adopt the proposals for extension, as outlined in Plan 5, as a framework for development in the medium/long term.

5.2.57 WASHROOM/WARMING HUT

- The City should retain the existing washroom/warming huts in Waskasoo Park and maintain these to a high standard.

5.3 SUMMARY OF FACILITY GUIDELINES

- The City should adopt the overall guidelines for facility development as outlined in Figure 22.

6.0 ENVIRONMENT

Environment may be defined as all natural or man-made resources that impact the ecological and social well-being of the Red Deer community. Resources include all elements of water, air, land, wildlife, vegetation, and resultant ecosystems, development of facilities, and personal development programs and sessions.

6.1 CITY POLICY FRAMEWORK

- The Community Services Division should review all existing and proposed policies, programs, and facilities in the context of the guidelines for environmental management outlined in the Vision 2020 policy document.

6.2 ENVIRONMENTAL ADVISORY BOARD

- The Community Services Director, or his designate, should act as a technical advisor to the Environmental Advisory Board and identify items within the Division's mandate which should be reviewed by the Board.
- The Parks Department should continue to be responsible for the administration of the Environmental Advisory Board and ensure compliance with the Environmental Advisory Board Bylaw.

6.3 FEDERAL AND PROVINCIAL LEGISLATION**6.3.1 CANADA'S GREEN PLAN**

- The City should endorse the concept and definition of "sustainable development" as outlined in the Green Plan.
- The Community Services Division should make recommendations to the Environmental Advisory Board regarding how specific initiatives in the Green Plan, relating to community services, might be implemented at the municipal level.
- The Environmental Advisory Board should review the Green Plan in detail, and make recommendations to City Council on how it might respond to and take advantage of the specific initiatives now underway.

6.3.2 ALBERTA'S ENVIRONMENTAL PROTECTION AND ENHANCEMENT LEGISLATION

- The Community Services Division should make comments and recommendations to the Environmental Advisory Board regarding how the specific legislation, in terms of the Environmental Protection and Enhancement Act, may affect municipal jurisdiction and operations.
- The Environmental Advisory Board, together with its technical advisors, should give a high priority to participating in the Regulatory Review Process for the development of new environmental regulations in terms of the Environmental Protection and Enhancement Act, and bring forward comments and recommendations to City Council.

6.4 ENVIRONMENTAL ASSESSMENT

- The Community Services Division should make comments and recommendations to the Environmental Advisory Board regarding the establishment of a policy and procedure for updating environmental impact assessments.
- The Environmental Advisory Board, together with its technical advisors, should develop a procedure and policy for undertaking environmental impact assessments of major planning documents and development proposals at the municipal level and bring forward recommendations to City Council.

6.5 ENVIRONMENTAL MASTER PLAN

- The City should undertake a public survey/questionnaire to determine public awareness, understanding, and participation in environmental programs and services.
- The City should prepare an Environmental Master Plan to integrate and prioritize the various environmental initiatives being undertaken by the City. This Master Plan should be prepared under the guidance and direction of the Environmental Advisory Board and its technical advisors.

7.0 PROGRAMS

Programs are courses of instruction or opportunities for participation, competition, or enjoyment. They usually involve a leader and a group of participants. Community services programs relate to the major areas of recreation, culture, parks, environment, and social planning.

7.1 GENERAL PROGRAM GUIDELINES

The City's overall direction for community services programs is outlined in the Vision 2020 policy document, which includes the following goal:

***Goal #4**

The provision of a wide range of community services to meet the evolving needs of residents, optimizing the active involvement of volunteers."

7.1.1 SERVICE DELIVERY

- The Community Services Division should determine the appropriate method of service delivery with special attention being given to the advantages and disadvantages of each delivery mechanism. The **most efficient** and **effective** mechanism should be used to reach the prescribed objective considering resources and benefits of involvement by the community and ensuring the standards and image of the division and its departments are not compromised.
- The division should assess community need and endeavour to ensure a broad range of programs and facilities are available to the community and will identify the appropriate method or means of delivery to be utilized.
- The division should in general **not** directly deliver or operate a program or facility similar to one operated by the private for-profit or non-profit sector unless, through the assessment of a service, it is identified that:
 - The prevention of a monopoly is necessary.
 - Direct service delivery will be more cost-effective.
 - An affordable rate for the service cannot be negotiated.
 - Direct service delivery will allow all segments of the community more satisfactory physical and/or psychological accessibility to a given service.
 - Community Services Division or its department standards are not being followed/met. In the context of this statement, standards are to include specifications and policies of the City and the Division and/or its departments relating to issues such as safety, environmental and social concerns.
 - The terms of the collective agreement may be breached.
- The division should undertake a cost analysis of the various forms of program delivery and ensure that adequate management costs are included for services not delivered directly.

7.1.2 VOLUNTEERISM

- The division acknowledges the value in and benefits of volunteerism to the individual, the organization, and the community at large and are committed to providing, when and where appropriate, the opportunity to volunteer. It will be our goal to create an atmosphere throughout the community that encourages volunteerism and resources necessary to support volunteerism will be committed.
- The division should promote volunteerism through positive reinforcement within the community. To achieve this objective we shall:
 - Promote the benefits of volunteerism through public education.
 - Encourage support systems which aid the community and organizations in developing volunteerism, such as the Community Information & Referral System (CIRS).
 - Involve volunteers in planning and delivery of programs and services.
 - Recognize publicly the volunteers, their accomplishments, and the benefits to the division and the community.
- The division will provide opportunities for volunteers to undertake a task or service, when and where appropriate, which provides benefits to the individual, the organization, the division, and the community. In achieving this objective we shall:
 - Identify the benefits and limitations of volunteer service to the community, organizations, the Division, and individual volunteers.
 - Establish guidelines to evaluate service delivery and establish the appropriate involvement of volunteers.
 - Evaluate the past and current use of volunteers in the delivery of programs and services.
 - Recruit and match volunteers to appropriate positions.
- Each department will provide support for the volunteers to effectively complete the task or service by:
 - Identifying volunteer manager or support staff for volunteers.
 - Defining volunteer management standards and guidelines.
 - Identifying necessary volunteer management resources.
 - Applying volunteer management standards equitably and fairly.
 - Recognizing individually and personally the contributions of each volunteer.
- Each department should regularly evaluate the appropriateness of volunteer service through:
 - Developing new program evaluation tools.
 - Regularly review of volunteer management practices to ensure procedures and standards are appropriate.
 - Adjusting program delivery methods annually as appropriate.

- The division will provide a high level of support for each volunteer to provide his/her service in an effective and efficient manner. In addition to the basic volunteer management statement, each department volunteer coordinator will ensure that:
 - Staff are committed to working alongside volunteers; the role of paid staff must include support to volunteers.
 - A job description outlining roles, responsibilities, and final authority accompanies any volunteer position.
 - Each volunteer has an interview/orientation and exit interview.
 - Training opportunities are provided to ensure that each volunteer has the skills and resources to successfully complete their task.
 - Volunteers receive support and supervision through their term of service.
 - A record of each volunteer service is maintained.
 - Each volunteer is recognized for their contribution.

7.1.3 FISCAL MANAGEMENT

- The Community Services Division should assess the appropriate degree of financial support or subsidy for all community service programs and facilities, reflecting the "user pay" principle where appropriate. Programs and services shall be subject to regular evaluation, bearing in mind the cost/benefit to the community.
- Each department within the division should maintain a fees and charges policy that shall address:
 - Which programs and services shall be made available free of charge.
 - Which programs and services shall be subsidized, and the identification and rationale for the level of services to be provided.
 - Which programs and services shall be provided on a fully user-pay basis.
 - Which programs and services shall generate a profit.

Where common services/facilities are being offered, an attempt should be made to ensure consistency throughout the division and associated agencies.

- Each department within the division should actively seek sponsorship for specific programs, services, and facilities provided that:
 - Each opportunity is assessed on its merits, bearing in mind the potential to create an expectation in the community which cannot be met on an ongoing basis.
 - The sponsorship does not alter priorities.
 - The City and department standards and image are not compromised by the nature of the specific sponsor.
- The division should commit itself to regular evaluation of the merits of each program or service, in comparison with the demand for new initiatives in response to community need. Such reviews should be undertaken at intervals of no more than three years. This is a process by which every aspect of the budget is justified and re-evaluated according to an agreed upon set of criteria.

- The division should identify management and maintenance costs at the initiation of all new programs. Approval of these funds should be obtained prior to the commencement to ensure that these costs do not detrimentally affect the funding of existing programs which might have to be cut to accommodate additional costs.
- The division should review the present seasons of operation of its programs and facilities to identify an appropriate balance between cost-effectiveness and service in relation to perceived public need.
- Each department within the division should prepare and maintain a policy manual. Administrative policies with financial implications shall be reviewed during the preparation of the annual budget.

7.1.4 INTEGRATION OF PERSONS WITH DISABILITIES

- The Community Services Division should actively seek to encourage and support the integration of persons with disabilities into the corporation and into the community.
- The division should focus on the integration of persons with disabilities in all aspects of its mandate.
- The division should advocate for the necessary support and funding with other levels of government so that persons with disabilities can be integrated into the community.
- Each department within the division should review its mandate to ensure that persons with disabilities are able to have access to and use all the services contained within their mandate.
- Each department within the division should continue to ensure that new facilities are barrier-free and that existing facilities be renovated to become barrier-free to the extent possible.
- Each department within the division should seek innovative ways to create opportunities so that persons with disabilities can be employed within their department.
- Each department within the division should schedule public meetings in facilities which are barrier-free and all advertising for such public meetings will include information on accessibility.
- Each department within the division should identify staff whose contact with the public necessitates participation in training sessions on individual needs of persons with disabilities and will encourage their participation in training sessions.
- Each department within the division should incorporate the specific recommendations of the Municipal Strategy on Integration into their department planning.

7.2 RECREATION & CULTURE PROGRAMS**7.2.1 ADMINISTRATION**

- The Recreation & Culture Department should continue to administer recreation and culture grant programs, in accordance with guidelines established by the Recreation, Parks and Culture Board.
- The Recreation & Culture Department should give a high priority to the expansion of its "CLASS" computer system to include a program registration component and a facility maintenance module. The system should also be expanded to provide major facilities with terminal access to booking schedules.
- The Recreation & Culture Department should continue to review methods of collecting revenue for facility bookings and program registration so as to provide the citizens of Red Deer with a cost-effective and convenient service.
- The Recreation & Culture Department should consider the future relocation of some program staff to district facilities and the renovation of the existing office space to better accommodate its needs.
- The Recreation & Culture Department should continue to be responsible for the administration of the Recreation, Parks and Culture Board and ensure compliance with all aspects of the Recreation, Parks and Culture Bylaw.
- The Recreation & Culture Department should continue to maintain a cultural policy, to be reviewed annually by the Cultural Advisory Committee.

7.2.2 FACILITIES

- The Recreation & Culture Department should continue to provide consulting services and assistance to a number of societies and boards which are responsible for the operation and maintenance of community service facilities. Such assistance should be provided on a cost-recovery basis.
- The Recreation & Culture Department should continue to assume prime responsibility for the annual updating of the division's 10-Year Facilities Management/Maintenance plan.
- The Recreation & Culture Department should continue to maintain a policy manual for all City recreation and culture facilities.
- The Recreation & Culture Department should give a high priority to the completion of operations manuals for each of its facilities to be used for staff orientation and preventative maintenance facility checks.
- The Recreation & Culture Department should continue to give the highest priority to maintaining staff training and emergency procedures at each of the facilities it operates.

7.2.3 RECREATION & CULTURE SERVICES

- The Recreation & Culture Department should acknowledge its primary market as being the "masses" as represented by the broad cross-section of the Red Deer Community.
- The Recreation & Culture Department should continue to put its emphasis on casual, drop-in, learn to, or participate-in programs that appeal to a broad cross-section of people.
- The Recreation & Culture Department should continue to deliver decentralized programming, occurring primarily at the district centres and to the degree feasible at neighbourhood centres.
- The Recreation & Culture Department should work with the Towne Centre Association to identify appropriate levels of programming in the downtown area.
- The Recreation & Culture Department should continue to allow flexibility in program locations as the city continues to grow and as community life cycles continue to change.
- The Recreation & Culture Department should use schools extensively as venues for program services. The school system should also be used as partners in the delivery of school-age child programs.
- The Recreation & Culture Department should continue the policy of completing program evaluations at the termination of each program in order to measure participant and/or parent satisfaction. Program standards should be developed and maintained within each program unit.
- The Recreation & Culture Department should explore and experiment with programs in order to maximize the accessibility to program opportunities as well as the choice of programs.
- The Recreation & Culture Department should evaluate existing programs and services in order to determine the appropriate use of volunteers. In this respect, the Recreation & Culture Services Sections should annually prepare a program delivery review schedule.
- The Recreation & Culture Department should measure proposed program and service delivery objectives in order to determine the appropriate level of volunteer involvement.
- The Recreation & Culture Department should ensure that adequate resources are in place annually to enable the department to work effectively with volunteers.
- The Recreation & Culture Department should provide opportunities for staff members and volunteer program leaders to become more knowledgeable about the needs of the disabled and become more skilful in accommodating their needs.
- The Recreation & Culture Department should undertake a survey of new Canadians in the community to determine their interests and needs and ensure their integration and participation in recreation and culture programs.

-
- The Recreation & Culture Department should hire a private sector consultant to prepare a comprehensive marketing plan for its programs and services.
 - The Recreation & Culture Department should place a higher priority on marketing and an annual promotional budget should be identified.
 - The Recreation & Culture Department should expand special event programming that caters to family participation and a specific budget should be identified.
 - The Recreation & Culture Department should continue to prepare a fees and charges policy on an annual basis to be reviewed by the Recreation, Parks and Culture Board and City Council.
 - The Recreation & Culture Department should continue to offer "basic" recreation and culture programs and services at a nominal cost to the broad cross-section of the community.
 - The Recreation & Culture Department should continue to offer special events that have a very low threshold cost and focus on the family.
 - The Recreation & Culture Department should continue to operate programs and services which recover the full cost of basic program supplies and a portion of facility rental. In addition, the administrative fee should be increased to 15%, in recognition of the significant costs involved in program administration and coordination.

7.3 PARKS PROGRAMS

7.3.1 PLANNING AND DESIGN

- The Parks Department should actively involve the public in the planning and design of appropriate park construction and redevelopment projects.
- The Parks Department should continue to review all subdivision and development proposals to ensure that natural and treed areas are preserved, wherever possible, through appropriate dedication of Environmental or Municipal Reserve.
- The Parks Department should plan all neighbourhood and district park sites in accordance with approved City standards and maintain detailed policy and construction standard manuals for this purpose.
- The Parks Department should give a high priority to public information/participation programs relating to environmental issues such as conservation, horticulture, and composting. The department should actively involve volunteers and community groups in the delivery of these programs.

7.3.2 OPEN SPACE AND PARK FACILITIES

- The Parks Department should continue to give a high priority to responding to public enquiries, complaints, and comments regarding park construction and maintenance issues.
- The Parks Department should develop a comprehensive Tree Management Strategy to ensure the health and survival of existing trees and co-ordinate tree planting initiatives in the future.
- The Parks Department should develop a ten-year tree planting plan, in conjunction with the Citizens Action Group On The Environment (C.A.G.E.). Priority should be given to the greening of major entry arteries and transportation routes and the reforestation of older park areas. Tree planting initiatives on public land should only proceed when funds have been allocated for ongoing maintenance.
- The Parks Department should continue the policy of naturalization by which turf maintenance is reduced or eliminated and natural habitats are retained and/or enhanced.
- The Parks Department should give a high priority to the replanting of escarpments with native tree/shrub species, where tree cover has been removed. Capital and maintenance funding through the Trees By 2000 program and corporate and private donations should be actively pursued.
- The Parks Department, in consultation with the Urban Development Institute, should consider an amendment to the Standard Residential Development Agreement that would require developers to provide tree planting within the boulevard of all major collector roads.

7.3.3 CEMETERIES

- The City should maintain a perpetual care fund through contributions at the time of lot/niche sales. The fund shall be used for annual maintenance and operations of the cemeteries and the annual expenditure shall not exceed the interest gained on the fund in any one year.
- The City may use a portion of the perpetual care fund through a loan for capital improvements and repair of the cemeteries, provided that the project demonstrates a payback over a reasonable period of time.
- The City should endeavour to make cemetery operations self-sufficient by the year 2000 through increased fees and perpetual care contributions.
- The City should increase cemetery fees for non-residents in the short term to reflect the actual costs incurred for burial, lot purchase, maintenance, and perpetual care.

7.3.4 BIOLOGICAL SERVICES AND WEED/PEST CONTROL

- The Parks Department should continue its public notification policy for the use of chemicals on parkland and continue to experiment and test alternative biological controls.
- The Parks Department should develop an Integrated Weed & Pest Management Strategy with the objective of reducing/eliminating chemical controls in favour of biological controls.
- The Parks Department should work with the City administration to develop a policy and procedure for undertaking environmental impact assessments for City projects.

7.4 SOCIAL PLANNING PROGRAMS**7.4.1 ADMINISTRATION AND PLANNING**

- The Social Planning Department should continue to monitor community social needs and, with the assistance of others in the community, work towards solutions for the needs identified.
- The Social Planning Department should continue to monitor services in the community to ensure a community awareness of other initiatives and to avoid duplication of effort.
- The Social Planning Department should produce a report annually on Red Deer's changing demographics and distribute this report widely to relevant community groups.
- The Social Planning Department should produce a report annually on Red Deer's changing demographics, and distribute this report widely to relevant community groups. The department should contact agencies, when appropriate, prior to City census preparation, to ensure accurate collection of pertinent data wherever possible.
- The Social Planning Department should recognize the importance and community impact of increasing immigration, and advocate for community initiatives to effect a positive integration of new Canadians into the community.
- The Social Planning Department should continue to support, philosophically, a decentralized service delivery system through contracting with non-profit community groups, when that method is demonstratively the most effective and efficient.
- The Social Planning Department should continue to promote cooperative agency efforts such as the Community Services Centre in order to maximize the effective and efficient use of resources.
- The Social Planning Department should encourage self-evaluation in affiliated agencies as part of monitoring the effectiveness and efficiency of service.
- The Social Planning Department should continue to recognize the importance of training and support to volunteers, particularly in the area of board development. A yearly board

development training program should be sponsored for board members and staff of affiliated agencies.

- The Social Planning Department should further support the effective management of volunteers through continued involvement with the Volunteer Managers Sub-Committee, of the Community Services Network, ensuring a Social Planning perspective on volunteer needs in the community, identifying and encouraging the participation of agencies that could also benefit from involvement in this committee.
- The Social Planning Department should continue to be responsible, through the assistance of Community Information and Referral Service, for the yearly updating and publication of the Community Services Directory.
- The Social Planning Department should continue to be responsible for the administration of the Red Deer and District Family and Community Support Services Board and ensure compliance with the joint agreement between the partners in the regional F.C.S.S. program.

7.4.2 FAMILY AND COMMUNITY SUPPORT SERVICES (F.C.S.S.)

- The Social Planning Department should give high priority to maintaining a strong "regional" program including the County of Red Deer, Village of Delburne, Village of Elnora, Town of Bowden, and Town of Penhold.
- The Social Planning Department should continue to emphasize a decentralized service delivery system through contracting with community, non-profit groups recognizing the autonomy of agencies and requiring full accountability for the public funding provided for the services.
- The Social Planning Department should review as a high priority the feasibility of 3-5 year funding for services sponsored by F.C.S.S., including the possibility of the retention of surpluses.
- The Social Planning Department should conduct an in-depth review of the goals and objectives of all F.C.S.S. funded agencies, including the determination of the most appropriate measures of assessing performance every three years with one-third of the F.C.S.S. services being reviewed annually.
- The Social Planning Department should continue the strong focus on volunteerism by placing a greater emphasis on F.C.S.S. budget needs relating to recognition and training of volunteers, and will require the goals and objectives of F.C.S.S. funded projects to justify the appropriate use of volunteers and a subsequent plan for training, support and recognition.
- The Social Planning Department should provide an annual opportunity for funded agencies to meet to discuss common issues identified through agency input.
- The Social Planning Department should continue with an external review of one service each year and increase the budget allocation for this review.

- The Social Planning Department should work towards an Integration Strategy with funded agencies to fulfil the philosophic objectives of the Brassard Report and the Premier's Council Action Plan, using a similar approach to the development of the Municipal Integration Strategy.
- The Social Planning Department should develop and implement a community awareness campaign to promote an understanding of the services of the funded agencies and their affiliation with the F.C.S.S. Program and the department.

7.4.3 CHILD CARE

- The Social Planning Department should continue to support the decentralized service delivery system for child care services by contracting with the Red Deer Child Care Society.
- The Social Planning Department should review the Day Care Management Agreement prior to its renewal in 1993.
- The Social Planning Department, in conjunction with the Red Deer Child Care Society, should promote a major external review of the pre-school child care program to examine current needs and service delivery.

7.4.4 SPECIAL TRANSPORTATION

- The Social Planning Department should give increased emphasis to expansion of Special Transportation Services to provide for increased demand for transportation and for lengthened hours of service.
- The Social Planning Department should initiate an external review of all aspects of Special Transportation Services.
- The Specialized Transportation Service should be evaluated as part of the regular Transit review.

7.5 COMMUNITY SERVICE PROGRAMS

7.5.1 RED DEER AND DISTRICT ARCHIVES

- The City should continue to administer the Red Deer and District Archives through the Community Services Division. The Red Deer and District Archives Committee shall continue to advise Council on all matters relating to the display and collection of archival materials.
- The Red Deer and District Archives should continue to be the only office authorized to receive and obtain records solely on the basis of historical value. The Archivist shall be responsible for the collection and orderly preservation of historical documentation regarding the origin and development of the city.

- The Red Deer and District Archives should give a high priority to the development of a computerized inventory system to facilitate access to resources in the collection.

7.5.2 NORMANDEAU CULTURAL AND NATURAL HISTORY SOCIETY

- The City should continue to contract with the Normandeau Cultural and Natural History Society for the management and operation of the Red Deer & District Museum, the Gaetz Lakes Sanctuary, the Kerry Wood Nature Centre, the Allen Bungalow, the Fort Normandeau Historic Site and Interpretive Centre, the buildings in Heritage Square (excluding the Aspelund Laft Hus). The society shall also be responsible for the operation of the City's Historical Preservation Committee.
- The City should maintain a three-year operating agreement with the society, outlining the goals and objectives and details of the annual operating grant. The Director of Community Services shall act as a resource and liaison to the society and coordinate all aspects of the operating grant and capital budget.

7.5.3 RIVER BEND GOLF AND RECREATION SOCIETY

- The City should continue to contract with the River Bend and Recreation Society for the management and operation of the River Bend Golf Course and Recreation Area.
- The City should maintain a three year operating agreement with the society outlining the goals and objectives and the annual rent. The Director of Community Services shall act as a resource and liaison to the society and coordinate all aspects of the agreement on behalf of the City.

7.5.4 RED DEER LIBRARY BOARD

- The City should continue to support the operation of the Red Deer Public Library through the Red Deer Library Board. The Director of Community Services shall act as a resource and liaison to the board and library administration.

7.5.5 G.H. DAWE MANAGEMENT BOARD

- The City should continue to participate in the operation of the G.H. Dawe Community Centre through the G.H. Dawe Management Board.
- The City should maintain a three-year operating agreement with the board, outlining the goals and objectives of the annual operating grant. The Director of Community Services shall act as a resource and liaison to the board and coordinate all aspects of the operating grant and capital budget.

8.0 FINANCIAL IMPLICATIONS

8.1 CAPITAL BUDGET

- The City should approve the division's proposed Five-Year Capital Budget as outlined in Figure 23, in principle, with an annual adjustment for inflation.

8.2 OPERATING BUDGET

- The City should approve the division's proposed Five-Year Operating Budget as outlined in Figure 29, in principle, with an annual adjustment for inflation.

1.0
INTRODUCTION

1.0 INTRODUCTION

The Community Services Master Plan is the policy framework for the coordination and delivery of recreation, culture, parks, and social services in the city of Red Deer.

1.1 CITY POLICY FRAMEWORK

The Community Services Master Plan has been prepared within the context of the City's Vision Statement and Operating Principles as articulated in the Vision 2020 Policy document. This document is a long-range plan with a 30 year time horizon, which was adopted by City Council in August 1991.

The Vision 2020 Vision Statement is:

"Red Deer is a city of opportunity with a strong emphasis on the quality of life in the community. It is:

- A community with a unique natural environment preserved and enhanced by careful community planning.
- A community which reflects high standards in terms of the quality of life.
- A caring community with a strong volunteer ethic.
- A community which offers a wide range of opportunities for employment, education, and recreation."

The Vision 2020 planning principles are:

- "1. The provision of an effective and accessible municipal government committed to active public participation in decision making.
2. The preservation of Red Deer's unique natural environment and the demonstration of leadership in environmental management.
3. The promotion of economic growth to ensure an increasing range of business and employment opportunities.
4. The development of a well planned and healthy community, based upon the protection and enhancement of the residential neighbourhood unit and the provision of high quality industrial and commercial areas.
5. The provision of a balanced and diverse range of social, education, health, recreation and culture opportunities.

6. The provision of an effective transportation and transit system, serving all sectors of the community.
7. The provision of safe, efficient, reliable utility systems which are environmentally responsible."

The majority of these operating principles have an impact on the delivery of community services in the city.

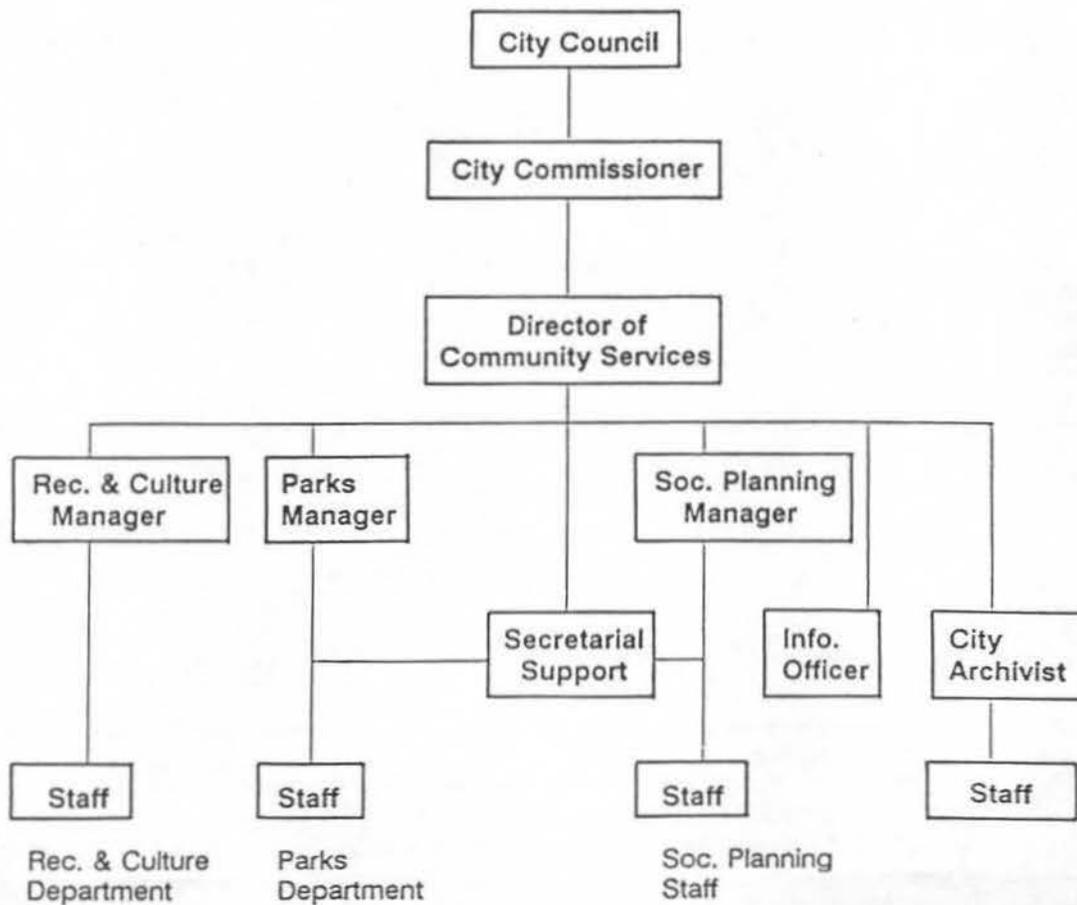
1.2 CITY ADMINISTRATION

The Community Services Division of the city administration is responsible for the coordination and delivery of recreation, culture, parks, and social services in the city. It includes the Parks, Recreation & Culture, and Social Planning Departments as well as the Red Deer and District Archives.

The Division was created to provide clear policy direction to the departments and coordinate financial management and information services to the community. The Director of Community Services is involved in corporate planning for the city in conjunction with the Directors of Engineering and Financial Services under the direction of the City Commissioner.

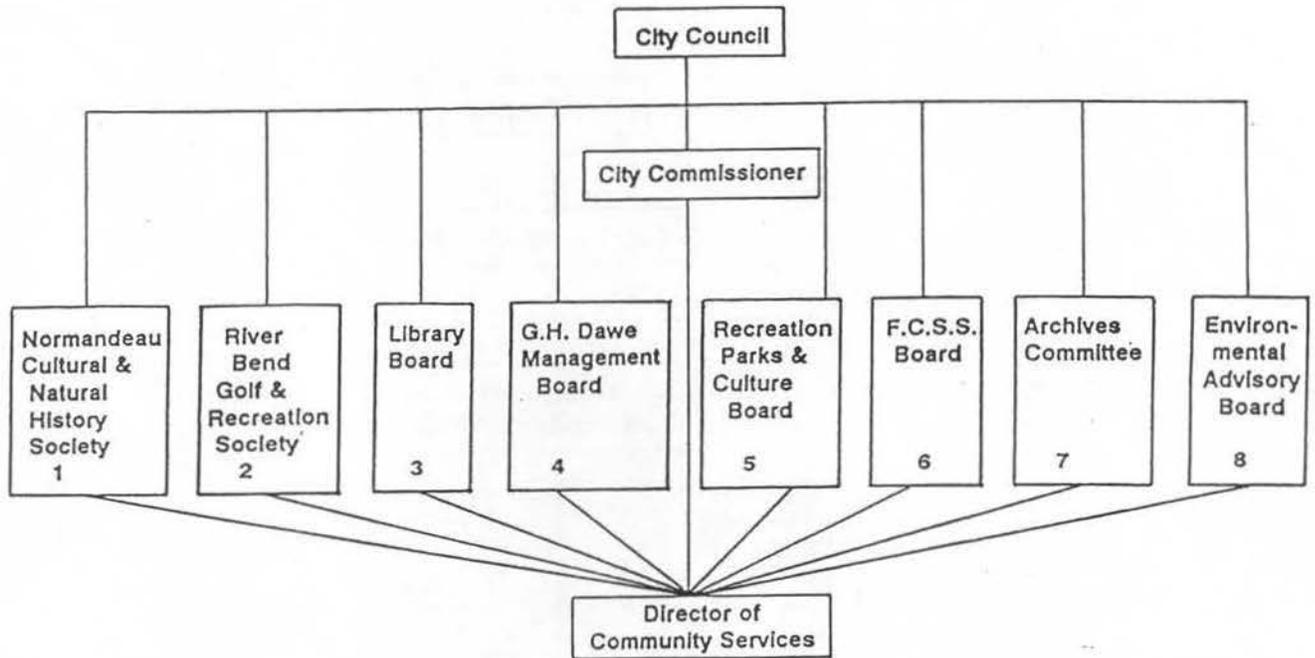
The basic organizational structure of the Community Services Division is shown in Figure 1 below:

**FIGURE 1
COMMUNITY SERVICES DIVISION:
ADMINISTRATIVE STRUCTURE**



In addition to the formal city staff structure the Division administration acts as a resource and liaison for a variety of advisory boards, management boards, and arms-length agencies involved in the delivery of community services. These boards reported directly to City Council but their activities are coordinated by the Director of Community Services who reports to City Council through the City Commissioner.

**FIGURE 2
COMMUNITY SERVICES BOARDS**



ARMS-LENGTH BOARDS

ADVISORY BOARDS

BOARD	ADVISORS
1) Normandean Cultural & Natural History Soc.	- Executive Director
2) River Bend Golf & Recreation Society	- Golf Course Manager
3) Library Board	- Director of Library Services
4) G.H. Dawe Management Board	- Dawe Centre Director
5) Recreation, Parks & Culture Board	- Rec. & Culture Manager, Parks Manager
6) F.C.S.S. Board	- Social Planning Manager
7) Archives Committee	- City Archivist
8) Environmental Advisory Board	- Parks Manager

1.3 DIVISION POLICY FRAMEWORK

Within the context of the Vision 2020 Policy document, the following mission statements have been adopted for the Division and its departments:

- Community Services Division:

To work with the citizens of Red Deer in identifying evolving community needs and values, and to provide leadership in the planning, development, and provision of services in the areas of Recreation & Culture, Parks, and Social Planning.

- Recreation & Culture Department:

To work with the citizens of Red Deer in providing a diverse range of Recreation and Culture programs, services and facilities, thereby enhancing both individual and family well-being.

- Parks Department:

To work with the citizens of Red Deer in managing a park/open space system and developing programs and services which maintain, preserve and enhance the built and natural environments which are unique to Red Deer's "quality of life".

- Social Planning Department:

To work with the citizens of Red Deer to support and enhance individual, family, and community life by evaluating community needs and facilitating the planning, development, and delivery of programs that address social concerns.

1.4 MASTER PLAN OBJECTIVES

The objectives of this Master Plan are as follows:

- To clarify the "mission" for the Community Services Division and its departments within the context of the City's Vision 2020 Policy.
- To facilitate the provision of a wide range of community services to meet the evolving needs of residents in the community and identify the most appropriate mechanisms for service delivery.
- To facilitate a high degree of public involvement in planning for community service facilities and programs.

- Develop strategies to promote volunteerism through positive reinforcement and active management.
- To provide a policy framework for the planning, development, and maintenance of open space in the city.
- To provide a policy framework for the development, management, and maintenance of community service facilities in the city.
- To provide a policy framework for the delivery of community service programs and services in the community.
- To provide a policy for the Division in regard to environmental initiatives, programs, and services.
- To outline the financial implications of the proposed initiatives and provide a framework for assessing the appropriate degree of subsidy for all community service programs and facilities reflecting the user pay principle where appropriate.

1.5 MASTER PLAN METHODOLOGY

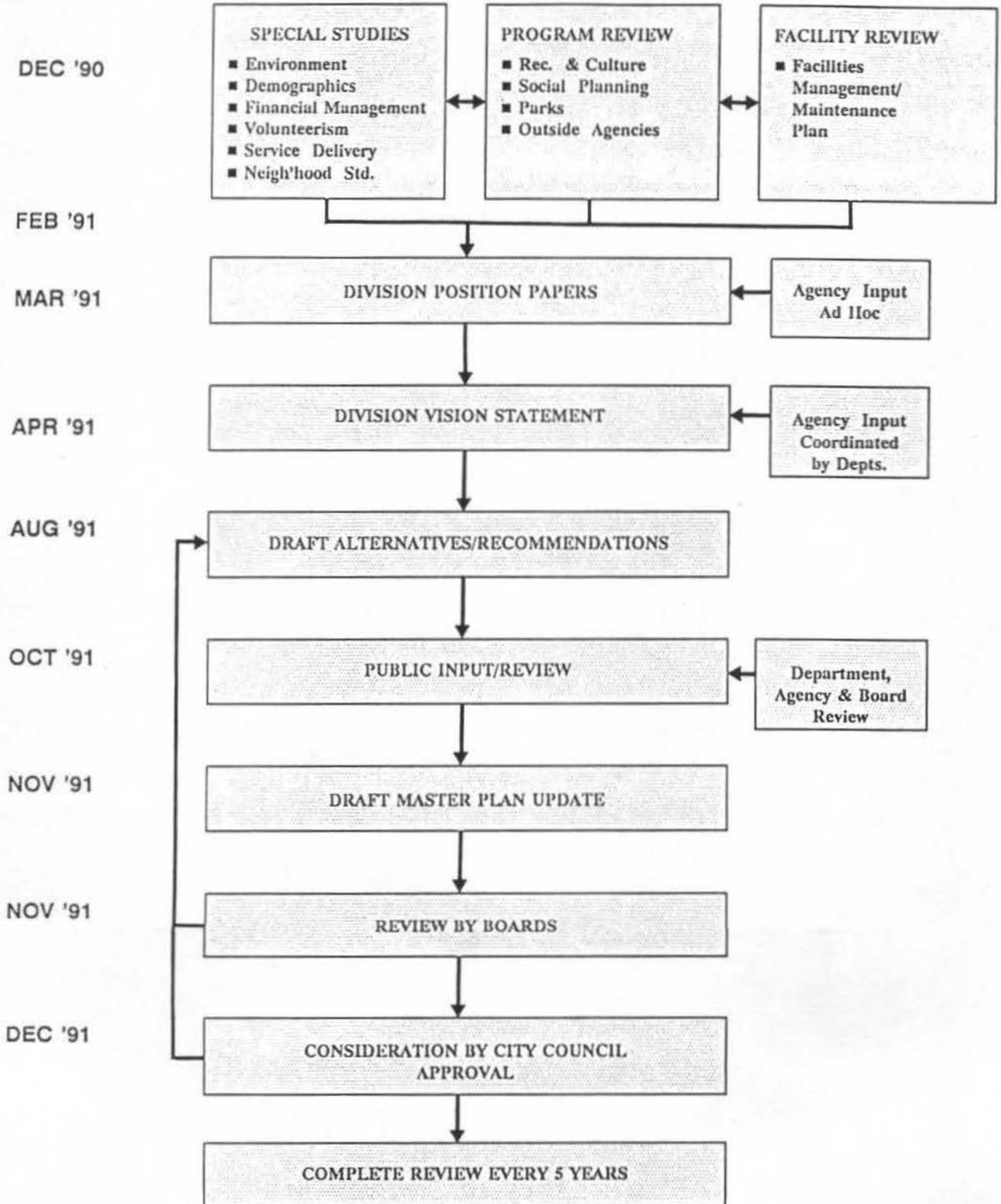
The methodology for the preparation of the Master Plan is outlined in Figure 3. The process was developed during a staff retreat including representatives of each of the departments in the Division. At this time a number of inter-departmental task forces were established to undertake special studies in six critical areas which affected the whole Division (e.g. volunteerism, service delivery, etc.). The task force reports were completed and reviewed by the whole staff in March and form the foundation for this Master Plan.

As can be seen, the total timeline is approximately one year of which two months were allocated for public input/review after the preparation of the draft recommendations. However, key service agencies and advisory boards were involved throughout the process. It is proposed that specific policies and recommendations in the plan be reviewed and amended on an ongoing basis. All changes should be subject to public input, and be reviewed by the relevant community service boards. A complete review of the plan should be undertaken every five years.

- The City should review specific policies and recommendations in the Community Services Master Plan on an ongoing basis. A complete review of the plan should be undertaken every five years.

**FIGURE 3
COMMUNITY SERVICES MASTER PLAN
METHODOLOGY**

TIMELINE:



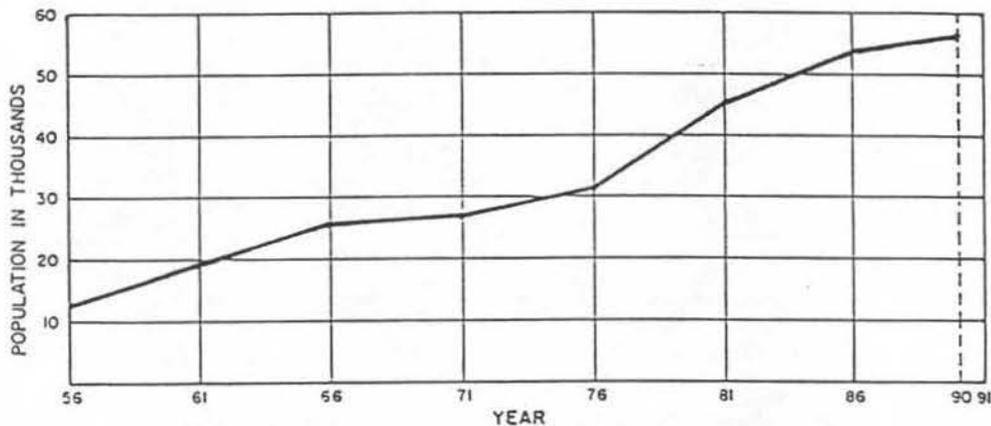
2.0
DEMOGRAPHIC
CHARACTERISTICS

2.0 DEMOGRAPHIC CHARACTERISTICS

2.1 POPULATION GROWTH

The population of Red Deer in 1990 was 56,922. Population growth in the city has varied significantly over the years as shown in Figure 4 below.

**FIGURE 4
POPULATION GROWTH
1956 - 1990**



Source: City of Red Deer Census

The city experienced two major growth periods. Between 1956 and 1966 the population more than doubled from 12,760 to 25,752. From 1976 to 1982 the city's annual growth averaged 7.5% with an average increase of over 2,800 persons per year. In 1983, the Alberta economy declined and growth has since averaged under 2% per annum.

2.2 POPULATION PROJECTIONS

The City has recently adopted revised population projections including low, medium, and high growth scenarios. Projected growth rates average 1.7% per annum for the low growth scenario, 1.9% for the medium, and 2.2% for the high. The low growth rate is marginally higher than the 1.6% growth which has actually been experienced over the last 5 years. Conversely, the high growth rate is lower than the previous 20 year average of 3.8%. It is anticipated that the "boom" growth rates experienced in the 1970's and early 1980's are very unlikely to return.

Population forecasts for these growth scenarios are summarized in Figure 5 below.

**FIGURE 5
POPULATION PROJECTIONS**

Year	Low	Avg. Annual Growth	Medium	Avg. Annual Growth	High	Avg. Annual Growth
1990	56,922		56,922		56,922	
1995	61,890	1.7%	62,383	1.9%	63,565	2.4%
2000	67,391	1.7%	68,527	1.9%	71,257	2.3%
2005	73,452	1.7%	75,280	1.9%	79,756	2.3%
2010	80,065	1.7%	82,636	1.9%	88,913	2.2%
2015	87,174	1.7%	90,544	1.8%	98,748	2.1%
2020	94,817	1.7%	99,055	1.8%	109,716	2.1%

Source: City of Red Deer Population Projections: 1990 - 2030, RDRPC, 1990.

The proposals in this Master Plan are based on the medium growth scenario for the next 30 years. This assumption may be summarized as follows:

- short term	1990 - 2000	- population	68,527
- medium term	2000 - 2010	- population	82,636
- long term	2010 - 2020	- population	99,055

2.3 POPULATION AGE STRUCTURE

The age structure of Red Deer's population is shown in the following three figures. Figure 6 shows the population by age group over the last twenty years. Figure 7 shows the projected population by age group over the next thirty years, based on the medium growth scenario. Figure 8 shows the projected population by age group over the next 30 years as a percentage of the total population.

Age structure is a major factor in the delivery of community services programs. Conclusions from the above statistics may be summarized as follows:

- Pre-school (0 - 4 years)

The pre-school age group has more than doubled in size over the past 20 years and now comprises 4,931 persons, or 8% of the total population. It is projected that this growth rate will decline over the next 20 - 30 years and that the percentage of the population in this age group will only increase marginally to 9%.

- Youth (5 - 19 years)

The youth age group has increased by less than 50% over the past 20 years and now comprises 12,948 persons or 23% of the total population. It is projected that this growth rate will remain constant over the next 20 - 30 years and that the percentage of the population in this age group will only increase marginally to 24%.

- Young Work Force (20 - 44 years)

The young work force has been the fastest growing age group over the last 20 years and has nearly tripled in size. It now comprises 25,173 persons or 44% of the total population. It is projected that this growth rate will decline substantially over the next 20 - 30 years and that the percentage of the population in this age group will decrease to 31%.

- Older Work Force (45 - 64 years)

The older work force has increased by less than 50% over the last 20 years and now comprises 8,159 persons or 14% of the total population. It is projected that this will become the fastest growing age group over the next 20 - 30 years and that the percentage of the total population in this age group will increase from 14% to 24%.

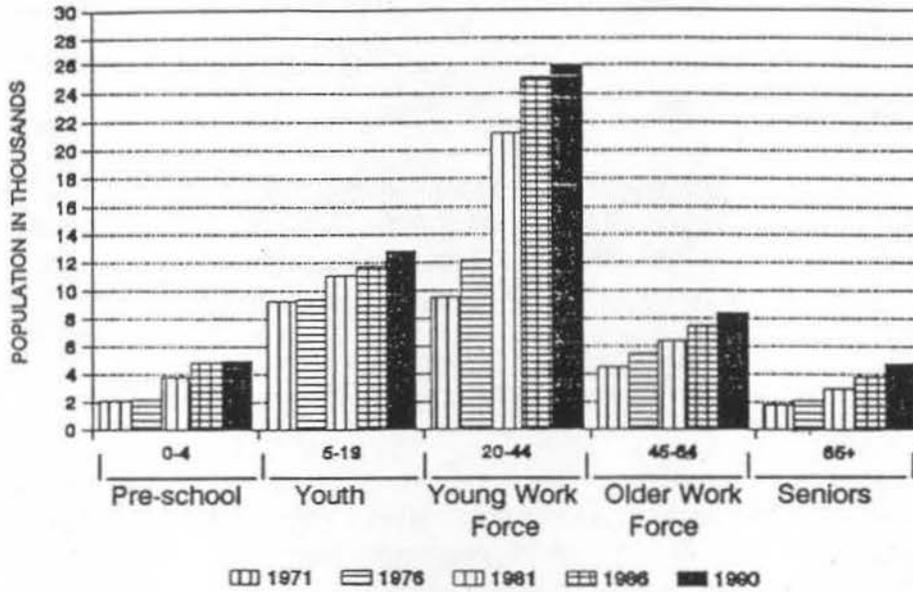
- Seniors (65+ years)

The seniors group has more than doubled in size over the last twenty years and now comprises 4,466 persons or 8% of the total population. It is projected that the growth rate will continue to increase over the next 20 - 30 years and that the percentage of the population in this age group will increase to 12%.

The population group born between 1946 and 1966 and today aged 22 - 44 is often referred to as the "baby boom" generation. In the 1970's the "baby boom" generation only represented 15% of the North American work force whereas today it is over 50%. In Alberta 40% of the total population is in the age group 20 - 40 and the largest age group is 25 - 30. The proportion of Red Deer's population in this age category exceeds the provincial and national average.

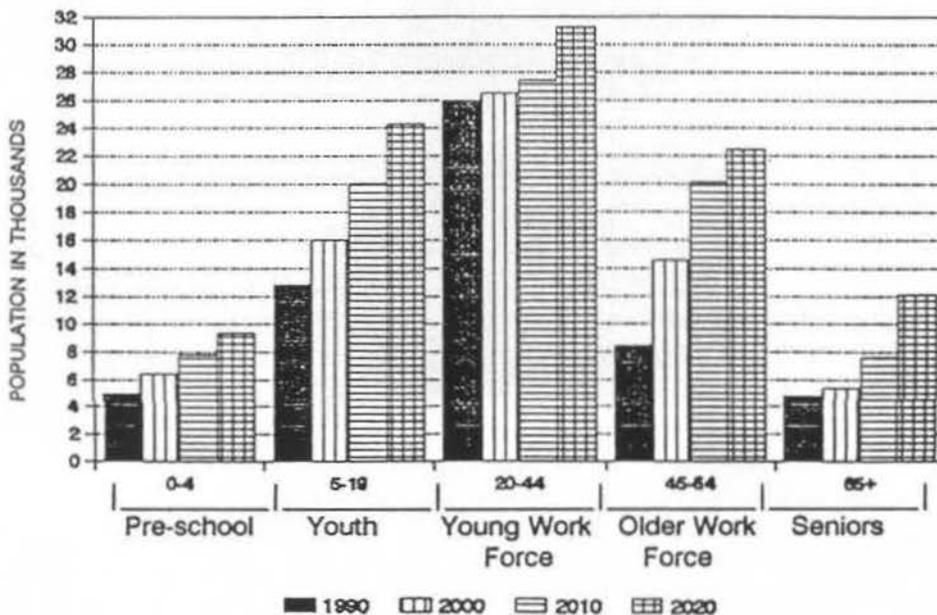
It is clear from the above that the characteristics and values of the "baby boom" generation will have a major effect on the demand for community services facilities and programs in the future.

**FIGURE 6
POPULATION BY AGE GROUP:
1971 - 1990**



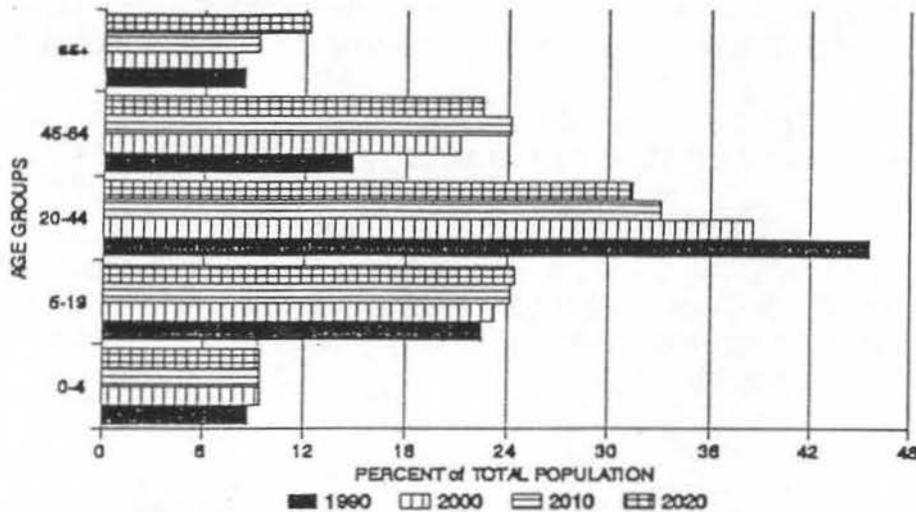
Source: Canada Census and City of Red Deer Census

**FIGURE 7
POPULATION BY AGE GROUP:
1990 - 2020**



Source: City of Red Deer Census, Red Deer Regional Planning Commission

FIGURE 8
AGE GROUPS AS A PERCENTAGE OF TOTAL POPULATION:
1990 - 2020



Source: City of Red Deer Census, Red Deer Regional Planning Commission

2.4 POPULATION DISTRIBUTION

The city has been divided into a number of clearly identified neighbourhoods which conform with census boundaries as shown on Plan 1. For the purposes of this Master Plan, these have been further grouped into the following four recreation districts:

- North District
- Central District
- West District
- Southeast District

The distribution of population by number and age group is shown in Figure 9. As can be seen, the neighbourhoods vary considerably in size and age structure. This information is very important in the planning and development of community services facilities and programs. Conclusions from these statistics may be summarized as follows:

- Approximately 39% of Red Deer's total population is located in the North District, north of the Red Deer River. The population in this district is younger than the other districts with a large proportion of pre-school and school age children.
- There is a direct correlation between the age of the population and the age of the neighbourhood. In comparing the percentage in each age group for a neighbourhood to the city average percentage, the older age groups exceed the city average in the older neighbourhoods and the converse is true

for younger age groups in younger neighbourhoods. This tends to *confirm* that the primary demand for new houses is by young families.

- The neighbourhoods with the highest percentage of pre-school and school age children are the new neighbourhoods of Normandeau, Morrisroe, Highland Green, Oriole Park, West Park, Glendale, and Clearview.
- The neighbourhoods with the highest percentage of population in the work force are West Park, Morrisroe, Normandeau, Highland Green, and Oriole Park.
- The neighbourhoods with the highest percentage of seniors are South Hill, West Park, Central, Mountview, Parkvale, Pines, and Fairview. However, these statistics are heavily influenced by the location of seniors lodges in the community.

**FIGURE 9
POPULATION DISTRIBUTION:
1990**

DISTRICT / NEIGHBORHOOD	Total Population		Pre-School (0 - 4)		Youth (5 - 19)		Work Force (20 - 44)		Work Force (45 - 64)		Seniors (65+)		Unkown Age	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
NORTH DISTRICT														
Kentwood	198	0.35	13	0.26	49	0.38	87	0.35	41	0.50	7	0.16	1	0.83
Glendale	2,406	4.23	307	6.23	684	5.28	1,237	4.91	156	1.91	19	0.43	3	2.48
Normandeau	4,032	7.08	423	8.58	1,057	8.16	1,987	7.89	444	5.44	114	2.55	7	5.79
Aspen Heights	2,211	3.88	233	4.73	511	3.95	1,116	4.43	254	3.11	83	1.86	14	11.57
Pines	2,080	3.65	134	2.72	460	3.55	928	3.69	308	3.77	235	5.26	15	12.40
Highland Green	3,894	6.84	366	7.42	1,019	7.87	1,936	7.69	438	5.37	121	2.71	14	11.57
Oriole Park	3,512	6.17	317	6.43	1,012	7.82	1,509	5.99	544	6.67	128	2.87	2	1.65
North Red Deer	1,664	2.92	186	3.77	395	3.05	874	3.47	140	1.72	65	1.46	4	3.31
Fairview	2,019	3.55	159	3.22	400	3.09	918	3.65	306	3.75	233	5.22	3	2.48
Subtotal	22,016	38.68	2,138	43.36	5,587	43.15	10,592	42.08	2,631	32.25	1,005	22.50	63	52.07
CENTRAL DISTRICT														
Waskasoo	455	0.80	26	0.53	88	0.68	208	0.83	82	1.01	51	1.14	0	0.00
Woodlea	617	1.08	39	0.79	81	0.63	258	1.02	113	1.38	125	2.80	1	0.83
Central	2,440	4.29	153	3.10	355	2.74	1,213	4.82	382	4.68	331	7.41	6	4.96
Parkvale	787	1.38	42	0.85	91	0.70	309	1.23	102	1.25	242	5.42	1	0.83
Subtotal	4,299	7.55	260	5.27	615	4.75	1,988	7.90	679	8.32	749	16.77	8	6.61
WEST DISTRICT														
Westpark	3,861	6.78	263	5.33	917	7.08	1,488	5.91	726	8.90	462	10.34	5	4.13
South Hill	3,484	6.12	223	4.52	457	3.53	1,558	6.19	465	5.70	771	17.26	10	8.26
Bower Place	2,233	3.92	178	3.61	487	3.76	1,028	4.08	374	4.58	163	3.65	3	2.48
Subtotal	9,578	16.83	664	13.47	1,861	14.37	4,074	16.18	1,565	19.18	1,396	31.26	18	14.88
SOUTHEAST DISTRICT														
Michener	924	1.62	60	1.22	157	1.21	440	1.75	151	1.85	114	2.55	2	1.65
Michener Centre	1,098	1.93												
Clearview	2,516	4.42	306	6.21	587	4.53	1,338	5.32	218	2.67	58	1.30	9	7.44
Rosedale	1,973	3.47	239	4.85	506	3.91	954	3.79	230	2.82	43	0.96	1	0.83
Grandview	994	1.75	69	1.40	180	1.39	363	1.44	206	2.52	175	3.92	1	0.83
Eastview	1,779	3.13	161	3.27	325	2.51	749	2.98	320	3.92	223	4.99	1	0.83
Eastview Estate	1,396	2.45	155	3.14	290	2.24	643	2.55	191	2.34	117	2.62	0	0.00
Deer Park	1,645	2.89	182	3.69	569	4.39	631	2.51	233	2.86	28	0.63	2	1.65
Mountview	1,653	2.90	121	2.45	318	2.46	598	2.38	343	4.20	269	6.02	4	3.31
Morrisroe	3,595	6.32	324	6.57	1,060	8.19	1,455	5.78	638	7.82	113	2.53	5	4.13
Sunnybrook	1,617	2.84	118	2.39	326	2.52	628	2.49	402	4.93	138	3.09	5	4.13
Anders Park	1,813	3.19	134	2.72	567	4.38	720	2.86	352	4.31	38	0.85	2	1.65
Subtotal	21,003	36.90	1,869	37.90	4,885	37.73	8,519	33.84	3,284	40.25	1,316	29.47	32	26.45
Unknown Neighborhood	26	0.05												
TOTAL	56,922	100	4,931	100	12,948	100	25,173	100	8,159	100	4,466	100	121	100

2.5 FAMILY STRUCTURE

There are 14,923 family households in Red Deer which comprise 83.8% of the total population. These households may be divided into a number of categories as shown as shown in Figure 10.

**FIGURE 10
FAMILY STRUCTURE:
1990**

HOUSEHOLD TYPE	NUMBER	PERCENTAGE
▪ Two parent households	6,469	43.3%
▪ One parent households	2,126	14.3%
▪ Husband and wife households	4,665	31.3%
▪ Other	1,663	11.1%
TOTAL	14,923	100.0%

Source:

77.8% of children in Red Deer are raised in two parent households and 22.3% in one parent households. Eighty-seven point three (87.3%) per cent of single-parent families are headed by a female.

2.6 ETHNIC ORIGIN

The ethnic origin of Red Deer residents is shown in Figure 11 together with statistics from the province.

FIGURE 11
ETHNIC ORIGIN:
1986

	Red Deer	%	Alberta	%
▪ Single Origin				
British	15,495	29.49	592,350	25.31
French	1,570	2.99	77,580	3.32
German	3,435	6.54	182,870	7.81
Ukrainian	1,225	2.33	106,760	4.56
Dutch	1,415	2.69	-	-
Aboriginal	275	.52	55,915	2.39
Chinese	555	1.06	-	-
Other Single	4,665	8.88	374,455	16.00
▪ Multiple Origin	23,905	45.50	950,335	40.61
TOTAL	52,540	100.00	2,340,265	100.00

Source: Statistics Canada, Profiles, Ab. Part 2, 1986

As can be seen, people of British descent comprise nearly 30% of the city's population, which is higher than the provincial average. People of German and French descent are the second and third largest groups. The percentage of Ukrainians and Aboriginals is substantially lower than the provincial average.

In 1989, 190,342 persons immigrated to Canada with 16,065 (8.4%) settling in Alberta. Due to Canada's declining fertility rate, aging population, and high out-migration the annual quota for immigration has been increased to 220,000 persons per annum.

In 1989, Alberta ranked fourth in Canada as the province of destination for immigrants behind Ontario, Quebec, and British Columbia. In the province, Red Deer ranked third as the city of destination behind Edmonton and Calgary. However, the trend has been for immigrants to move to larger cities after one year.

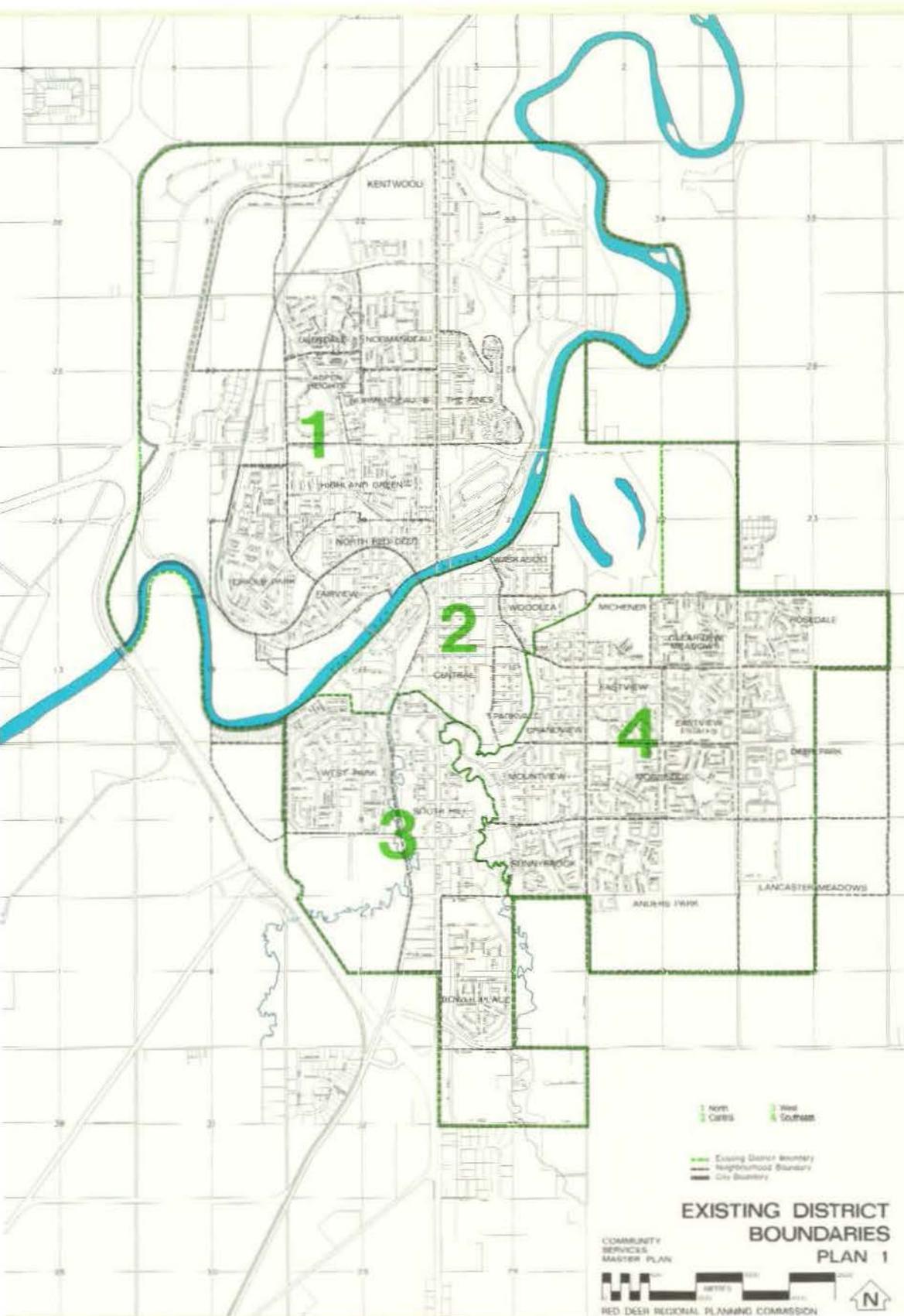
2.7 PERSONS WITH DISABILITIES

For the purposes of this Master Plan a disability is defined as "any restriction or lack of ability to perform an activity in the manner or within a range considered normal for a human being" (World Health Organization). This includes persons with mental and physical disabilities.

It is difficult to estimate the number of persons with disabilities living in the city. The document entitled "Disabled Population in Alberta 1986-87" estimates that 13.2% of Canadians experience some level of disability. Alberta has 11.9% of its population in the same category, which is consistent with the smaller percentage of seniors in the province, compared to the country as a whole. If one projects Red Deer's statistics, using the Alberta average, it can be estimated that there are 6,932 persons with disabilities living in the community. Due to the presence of the Michener Centre, it is likely that this number is even greater.

More detailed statistics are available regarding the number of persons with mental disabilities. In 1990, the Public Guardian's Office in Red Deer had 193 clients with mental disabilities and the Assured Income for the Severely Handicapped (A.I.S.H.) Program listed a further 270 clients. Consequently, there are at least 463 mentally disabled persons functioning in the community.

The Michener Centre has a major impact on the profile of persons with disabilities in the city. There are at present, 1,023 residents and 1,203 staff at the facility. However, in 1990 Alberta Family and Social Services released a report entitled "Claiming My Future" in which it is proposed that the government adopt an "aggressive approach to replacing institutions with community based services". The report includes the recommendation that a strategic plan be developed to ensure that a minimum of 20% of the residents of each institution be relocated to a community each year. There has been no subsequent announcement that establishes a formal plan of action. However, implementation would significantly increase the number of persons with mental disabilities living in the community.



3.0
OPEN SPACE

3.0 OPEN SPACE

For the purposes of this Master Plan, open space is defined as publicly owned land which is utilized for parks or recreation purposes. Open space includes areas developed with specific recreation facilities, as well as natural areas, which are being preserved because of their environmental characteristics.

3.1 OVERVIEW OF OPEN SPACE

Open space in Red Deer is provided at three levels of service:

City Level

City level open space comprises major parks and natural areas which serve the entire city. This includes Waskasoo Park along the Red Deer River valley and a number of major institutional sites.

District Level

District level open space comprises major district parks which serve a number of residential neighbourhoods. Examples includes the G.H. Dawe and Morrisroe district parks.

Neighbourhood Level

Neighbourhood level open space comprises all landscaped and natural park areas within the neighbourhood boundary. These include neighbourhood parks, parkettes, buffer areas, and utility lots.

The provision and maintenance of open space is a major responsibility of the Parks Department within the Community Services Division. The City has an excellent inventory of open space which is outlined in Figures 12 and 13.

**FIGURE 12
OPEN SPACE**

LEVEL OF SERVICE	Within City Boundary (ha)	Outside City Boundary (ha)	Total (ha)
▪ City Level	946	212	1158
▪ District Level	38	0	38
▪ Neighbourhood Level	498	0	498
TOTAL	1,482	212	1,694

FIGURE 13**PARKLAND INVENTORY SYSTEM****TOTAL HECTARES BASED ON PARKS CLASSIFICATION****Total ha**

A.	High Profile (Rotary Rec Park, City Hall Park, Great Chief Park, Bower Ponds)		
	A-1 U/G irrigation/twice weekly mowing		1.06
	A-2 O/H irrigation/weekly mowing		21.15
	A-3 No irrigation/weekly mowing		<u>0.75</u>
		TOTAL	22.96
B.	Standard Park & School Areas		
	B-1 School sites/10 day mowing		64.06
	B-2 Adjoining parkland/10 day mowing		<u>34.31</u>
		TOTAL	98.37
C.	Open Park & Public Open Space		
	C-1 10 day mowing	TOTAL	208.59
D.	Undeveloped City Lands		
	D-1 Mowed 2-4 times/year	TOTAL	165.42
E.	Natural Park Areas (excluding Waskasoo Park)		
	E-1 Grassland		2.55
	E-2 Predominantly treed areas		<u>38.54</u>
		TOTAL	41.09
F.	Waskasoo Park		
	F-1 10 day mowing		82.72
	F-2 Mowed 2-4 times/year		19.25
	F-3 Grassland		71.80
	F-4 Predominantly treed areas		332.53
	F-5 Lakes & Ponds		18.48
	F-6 Roads & Facilities		14.14
	F-7 Waskasoo Tree Nursery		5.03
	F-8 Future Development (Maskepetoon)		<u>34.00</u>
		TOTAL	577.95
G.	Waskasoo Park (maintained by boards) (Fort Normandeau, River Bend, Gaetz Lakes Sanctuary)		
	G-1 U/G irrigation/daily mowing		4.53
	G-2 U/G irrigation/twice weekly mowing		16.19
	G-3 O/H irrigation/weekly mowing		19.84
	G-4 No irrigation/weekly mowing		0
	G-5 10 day mowing		17.81
	G-6 Mowed 2-4 times/year		18.17
	G-7 Grassland		70.24
	G-8 Predominantly treed areas		143.64
	G-9 Lakes & Ponds		43.31
	G-10 Roads & Facilities		<u>5.97</u>
		TOTAL	339.70
H.	Semi-public/Private Open Space (Red Deer College, Westerner Exhibition Grounds, Michener)		
	H-1 10 day mowing		9.68
	H-2 Maintenance by others		<u>211.40</u>
		TOTAL	221.08
I.	Cemeteries (Alto Reste, Red Deer)		
	I-1 10 day mowing		12.88
	I-2 Predominantly treed areas		0.59
	I-3 Roads & Facilities		<u>3.20</u>
		TOTAL	16.67
J.	City Tree Nursery		4.74
	GRAND TOTAL PARKLAND		1,696.57

Park Classification System

For maintenance and operational purposes, the 1694 hectares of public open space is divided into ten (10) classifications. The classifications are distinguished by the extent of development and maintenance standards on the respective parkland.

The Park Classification system is divided into:

- High profile
- Standard park & school areas
- Open park & public open space
- Undeveloped City lands
- Natural park areas
- Waskasoo Park
- Waskasoo Park (maintained by boards)
- Semi-public/private open space
- Cemeteries
- Tree nurseries

The area contained in each classification and a description of the extent of maintenance performed in each area is as outlined on Figure 13.

It is proposed that the Parks Department develop an additional natural area/ecospace classification system, by which the value of these spaces will be ranked according to a "sensitivity rating". A process and methodology should be established to clearly identify, evaluate and clarify all ecological and social use factors contained in each area.

- The Parks Department should maintain and update its parkland classification system. An additional natural area/ecospace classification system should be developed by which the value of these spaces would be assessed.

3.2 CITY LEVEL OPEN SPACE

City level open space comprises over 1158ha (2861 acres) of land as shown in Plans 2 and 3. This includes the 940ha Waskasoo Park system along the Red Deer River and the Waskasoo and Piper Creeks, as well as major institutional sites such as Michener Centre, Red Deer College, and Westerner Park.

Waskasoo Park was developed through the Provincial Urban Parks Program with funding through the Alberta Heritage Savings Trust Fund. The parks system extends beyond the city boundary and, consequently, falls under the jurisdiction of both the city and county of Red Deer. The Waskasoo Park Master Plan was approved in 1982 and development was completed in 1987.

Waskasoo Park can be considered the first phase of the "Regional River Valley Concept" which was approved by the City and the councils of the County of Red Deer and the County of Lacombe in 1975. This concept, as outlined on Plan 2, proposes a continuous open space corridor along the Red Deer and

Blindman rivers and the Waskasoo and Piper Creeks. It will protect and enhance the river valley and ensure that a wildlife movement corridor is maintained through the Red Deer area. It is recommended that the City continue to support this concept and work cooperatively with the adjacent Counties of Red Deer and Lacombe to ensure its implementation on an ongoing basis.

The final development of Waskasoo Park closely followed the recommendations in the Master Plan approved by the City and County Councils in 1982. However, four specific areas could not be acquired from private land owners and were deleted from the initial phase of development. The 1986 Recreation, Parks and Culture Master Plan includes a recommendation that acquisition of these areas continue to be pursued in the future. It is considered that this policy should be continued. It is also proposed that the City continue to support the acquisition of the Bower Natural Area, south of the Red Deer College, and the development of a future trail along the abandoned railway right-of-way to Sylvan Lake. The areas for future city level open space are shown on Plan 3 and may be briefly described as follows:

Fort Normandeau Trail

The Waskasoo Park Master Plan recommended the development of a trail linking Fort Normandeau with Heritage Ranch along the river bank. It was proposed that the precise alignment of the trail be negotiated with the private land owners, either through land acquisition or an easement agreement. Negotiations to date have not been successful although the design of the new railway bridge has made provision for trail access along the river. It is considered that the City should continue to support the concept of achieving this important link in the future, as Fort Normandeau is isolated from the balance of the park system.

River Bend

The Waskasoo Park Master Plan recommended the acquisition of the entire area known as the River Bend Golf Course & Recreation Area. However, negotiations to acquire a 10ha (25 acres) parcel immediately west of the present facility were not successful and this area remains in private ownership. This site is heavily wooded and should be preserved in its natural state as part of the overall park. It is consequently proposed that the City continue to pursue acquisition of this property in the future.

Spruce Woods

The Waskasoo Park Master Plan recommended the acquisition of the escarpment area and floodplain south of the River Bend Golf Course & Recreation Area. This area, known as Spruce Woods, comprises approximately 83ha (205 acres) and includes areas of climax spruce forest within the river

floodplain. It was proposed that this property be preserved largely in its natural state and that a bicycle/pedestrian trail be developed along the escarpment linking the McKenzie Trail Recreation Area with River Bend. Negotiations to acquire this area from two private land owners were not successful. A large portion of the spruce forest has subsequently been destroyed to facilitate a gravel mining operation. Nevertheless it is considered that the City should pursue the long-term objective of acquiring the escarpment land as shown on Plan 3, possibly through reserve dedication.

Bower Woods

The area known as Bower Woods is part of the Waskasoo Park system and extends from 32 Street to Delburne Road. Development is limited to a bicycle/pedestrian trail and a few picnic tables. The portion of the park south of 28 Street and east of the Bower Place residential area is presently a narrow strip of land which does not include the majority of the wooded area along Piper Creek. This area along the creek falls within the County of Red Deer and is part of private land holdings to the east. It is proposed to extend Bower Woods to include a section of the natural area along the creek as shown in Plan 3. It is recommended that this land be obtained through Environmental and Municipal Reserve dedication when the land to the east is developed for residential purposes, in accordance with the approved East Hill Concept Plan.

Bower Natural Area

The area known as the Bower Natural Area is 20ha (50 acres) of private land immediately southeast of Red Deer College. A portion of this area is heavily wooded, and the balance is used primarily for agricultural purposes. The wooded area is used for a variety of recreation purposes as an extension of the Red Deer College site, with the permission of the landowner. The Waskasoo Park Master Plan did not recommend acquisition of this area because it is separated from the major park nodes along the river valley and creek system. Nevertheless, it is proposed that the City continue to support the college in its attempt to acquire the site. It is the college's intention to preserve the natural wooded area and utilize the balance of the site for future development.

Sylvan Lake Trail

During the planning of Waskasoo Park, numerous interest groups recommended that the abandoned railway line between Red Deer and Sylvan Lake be developed as a multi-purpose trail for hiking, biking, and equestrian use. The concept has considerable recreation and tourism potential, and was endorsed by City Council and the Sylvan Lake Town Council, but was not approved by the County of Red Deer. In addition, CP Rail made a decision to retain the abandoned right-of-way for the present and not transfer ownership to the province. In 1989, City Council again endorsed the concept of the trail utilizing a portion of the abandoned railway right-of-way, accessed via 67 Street

and Burnt Lake Trail. It also supported the concept of a proposed loop interpretive trail to the historic ACR bridge, utilizing a portion of the abandoned railway right-of-way, accessed via 32 Street. It is considered that the City should continue to support the concept of the Sylvan Lake trail for development in the medium/long term, if the right-of-way is transferred to the Province.

The use of open space is governed by the regulations outlined in the City's Land Use Bylaw. In general, open space may be designated A2-Environmental Preservation, P1-Parks and Recreation, or PS-Public Service. The purposes of these districts may be summarized as follows:

A2-Environmental Preservation

The purpose of this district is "to protect environmentally sensitive land by restricting development to minimal and clearly compatible uses". Permitted uses include private open space and Environmental Reserve whereas discretionary uses include the growing of crops and produce, home occupations and recreation facilities that are compatible with the natural characteristics of the site.

P1-Parks and Recreation

The purpose of this district is "to provide land for parks and recreation areas for the use and enjoyment of the public at large". Permitted uses include formal parks and gardens whereas discretionary uses include a wide range of recreation facilities ranging from sportsfields to swimming pools, arenas, and exhibition buildings.

PS-Public Service

The purpose of this district is "to provide land for uses that are public or quasi-public in nature". Permitted uses include schools and education institutions, hospitals and religious organizations.

The Waskasoo Park Master Plan identified "conservation" and "development" areas within the overall park system. Conservation areas include all significant environmental areas and wildlife habitats, which require protection. Development areas include all cleared agricultural and landscaped park areas suitable for more intensive recreation development. In accordance with the Master Plan, conservation and development areas have been designated A2-Environmental Preservation and P1-Parks and Recreation, respectively.

It is considered that the City should continue the policy of designating open space A2-Environmental Preservation or P1-Parks and Recreation in accordance with its intended use. School and education sites should be designated PS-Public Service and clearly identified at the initial stages of development.

- The City should continue to support the Regional River Valley Concept and should work cooperatively with the Red Deer Regional Planning Commission and Counties of Red Deer and Lacombe, to promote the preservation and recreational use of the Red Deer River valley as a regional open space corridor, as outlined on Plan 2.
- The City should continue the policy of acquiring escarpment and natural amenity areas through reserve dedication and land purchase. Priority should be given to the acquisition of the following areas, as outlined on Plan 3.
 - The City should endeavour to acquire a strip of land or easement along the Red Deer River between Fort Normandeau and Heritage Ranch in order to provide a trail link between the two facilities as outlined in the Waskasoo Park Master Plan.
 - The City should endeavour to acquire the balance of privately owned land immediately west of the River Bend Golf Course and Recreation Area.
 - The City should endeavour to acquire the natural area known as Spruce Woods between the River Bend Golf Course and McKenzie Trail Recreation Area in the medium/long term, possibly through reserve dedication.
 - The City should expand the Bower Woods area to the east through the dedication of Environmental and Municipal Reserve when the adjacent area is subdivided for residential development.
- The City should work with Red Deer College and the Province to ensure the acquisition of the privately-owned site known as the Bower Natural Area, and preservation of the wooded portion of the site for future recreation use.
- The City should continue to support and promote the concept of a regional recreational trail between Red Deer and Sylvan Lake along the abandoned railway right-of-way.
- The City should continue to protect the recreational and natural amenity areas in the city, by their designation as P1-Parks & Recreational and A2-Environmental Preservation in the Land Use Bylaw. School and education sites should be designated PS-Public Service, at the initial stages of development.

3.3 DISTRICT LEVEL OPEN SPACE

District level open space comprises approximately 38ha (15 acres) of land in the city as shown in Plan 3. This includes major district park facilities in each of the four recreational districts.

District open space may be acquired through Municipal Reserve dedication or land purchase or a combination of both. District level open space is generally provided to accommodate active recreation facilities. Consequently the standards of provision are outlined in further detail in Section 4.

- The City should provide open space at the district level through a combination of Municipal Reserve dedication and land purchase.

3.4 NEIGHBOURHOOD LEVEL OPEN SPACE

Neighbourhood level open space comprises approximately 498ha (1231 acres) of land in the city as shown in Plan 3. This includes neighbourhood parks, parkettes, buffer areas, and utility lots.

All neighbourhood level open space is provided through Municipal Reserve dedication at the time of subdivision. Neighbourhood parks are generally designed to accommodate active recreation facilities. Consequently, the standards of provision are outlined in greater detail in Section 4.

- The City should provide open space at the neighbourhood level through the Municipal Reserve dedication, at the time of subdivision.

3.5 POLICING OF OPEN SPACE

The City has adopted a number of bylaws which provide control, protection, and use regulations for open space in the community. The administration of these bylaws is the responsibility of the Parks, Recreation & Culture, and Bylaws and Inspections Departments. They include:

The Parks and Public Facilities Bylaw (Bylaw #2841/84/A-91)

This bylaw provides for the control and management of parks and public facilities under the jurisdiction or ownership of the City. It includes regulations relating to a wide range of activities including the protection of trees and wildlife and the control of dogs, vehicles, and horses. The bylaw also provides for the appointment of park control officers who have authority to enforce the regulations and issue offence tickets for contravention. It was updated in 1991 and is considered current at this time.

The Dog Bylaw (Bylaw #2943/87/A-91)

This bylaw provides for the regulation and control of dogs within the boundaries of the city. The bylaw includes regulations regarding the licensing of dogs and specifies where dogs are permitted. Dogs are permitted on a leash throughout most areas of the parks system. However, dogs are specifically prohibited in the Gaetz Lakes Sanctuary, all playgrounds, all picnic areas, and in Heritage Ranch except on the bicycle trail system. Dogs are only allowed off leash at Three Mile Bend, which has been specifically identified for this use. A dog owner is also required to immediately remove any defecation from a public park. The bylaw provides for the appointment of animal control officers to enforce the regulations and issue offence tickets. It was updated in 1991 and is considered current at this time.

The Nuisance Bylaw (Bylaw #3034/91)

The intent of this bylaw is "to prevent and compel the abatement of nuisance generally, regulating untidy and unsightly premises, compelling the removal of dirt and filth or rubbish, and prohibiting posting of or exhibition of placards, playbills, posters, and other publicly displayed writing or pictures".

This bylaw is largely the responsibility of the Bylaws and Inspections Department, which may issue violation tickets for offenses. However, it includes regulations that clarify that land owners are responsible for the development and maintenance of the boulevard area (within the road right-of-way) immediately adjacent to their property. These regulations specify that grass mowing, weed control, and tree maintenance is the responsibility of land owners on their property and the adjacent boulevard to the curb of the roadway. This bylaw also stipulates that the City may direct a person or corporation to discontinue or alter the application/dumping procedure for any pesticide or herbicide, which is considered to have significant detrimental or environmental effects on surrounding areas. The bylaw was substantially revised in 1991 and is considered current at this time.

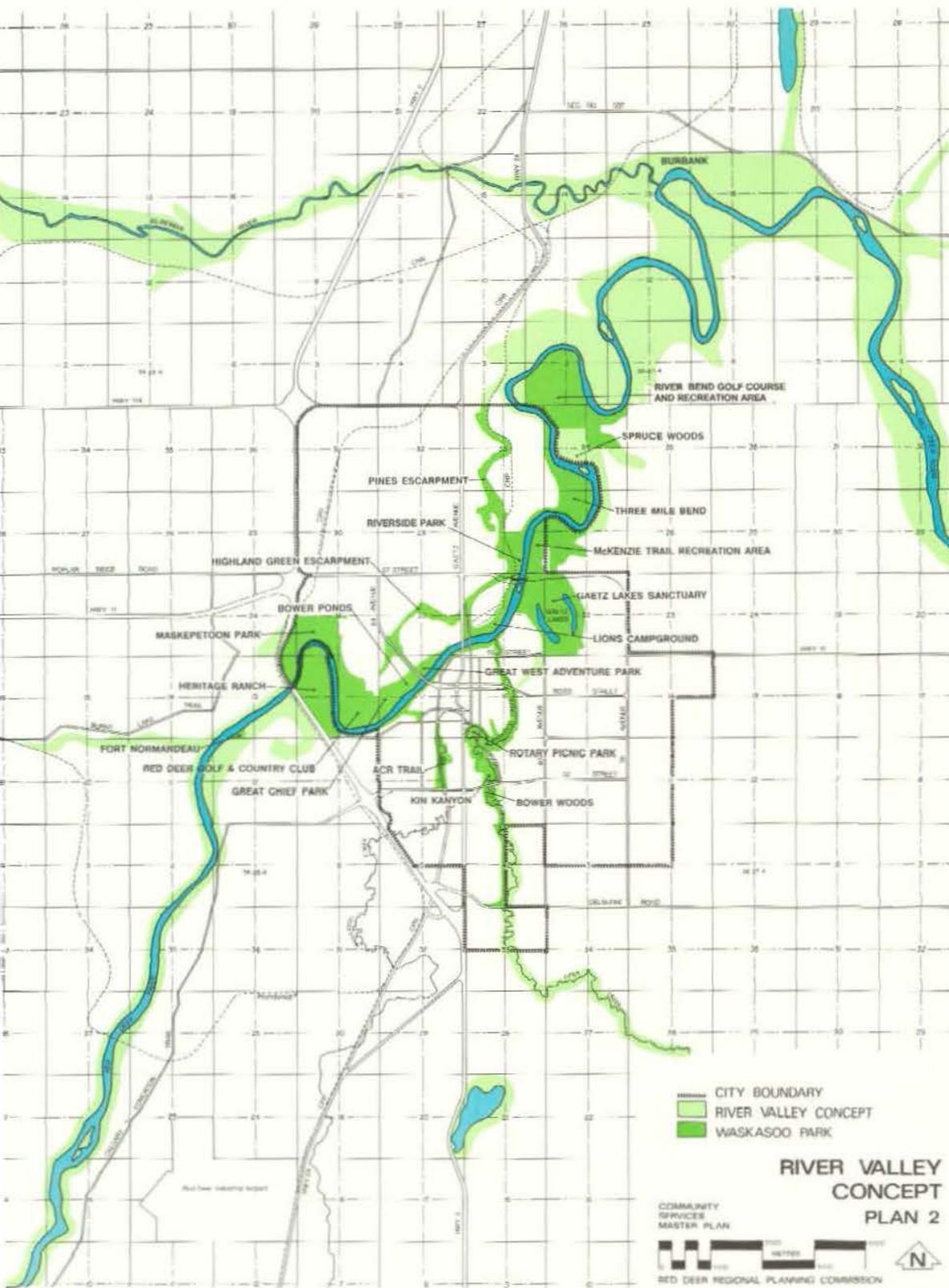
Weed Control Bylaw (Bylaw #2584/79)

This bylaw, in conjunction with the provincial Weed Control Act, specifies that property owners are responsible for controlling all noxious weeds on their property and on adjacent boulevards, to the satisfaction of the City. In order to prevent the spread of weeds, the City may enter the property and undertake the work at a cost charged to the property owner.

The effective policing of open space is hampered by the limited number of enforcement officers. However, the legislative framework is in place to adequately control infractions. The Community Services Division has placed a priority on public information and education as the most desirable and cost-effective means of policing open space. Consequently, the division Information

Officer is responsible for developing awareness campaigns relating to specific high priority issues such as dog control, bicycle safety, trail security, and user responsibility. The role of the Park Control Officers is also primarily one of providing information and assistance from a positive and pro-active perspective. However, all division staff shall identify infractions of existing bylaws during their regular inspections, and notify the Building Inspections Department to undertake the necessary enforcement.

- The division shall regularly review existing bylaws which relate to the policing of open space and address concerns which may be raised from time to time by the public, the Recreation, Parks and Culture Board, the Environmental Advisory Board, and City Council.
- The division's emphasis in the policing of open space shall be on public education. The division's Information Officer shall have primary responsibility for the development of awareness campaigns, in consultation with the Parks and Recreation & Culture Departments.
- The division staff shall, during regular site inspections, identify infractions of existing bylaws and notify the Building Inspections Department to undertake the necessary enforcement.



PLAN 3: OPEN SPACE

LEGEND:



MAJOR OPEN SPACE

- 1 River Bend Golf Course and Recreation Area
- 2 Spruce Woods (proposed)
- 3 Three Mile Bend
- 4 Pines Escarpment
- 5 Riverside Park
- 6 McKenzie Trail Recreation Area
- 7 Gaetz Lakes Sanctuary
- 8 Red Deer Cemetery
- 9 Alto Reste Cemetery
- 10 Lions Campground
- 11 Highland Green Escarpment
- 12 Great West Adventure Park
- 13 Bower Ponds
- 14 Great Chief Park
- 15 Red Deer Golf & Country Club
- 16 Maskepetoon Park
- 17 Heritage Ranch
- 18 Fort Normandeau
- 19 Lindsay Thurber Comprehensive High School Site
- 20 Woodlea Park
- 21 Michener Centre
- 22 City Hall Park
- 23 Waskasoo and Piper Creeks
- 24 Rotary Recreation Park
- 25 Bower Woods
- 26 Red Deer College
- 27 Bower Natural Area
- 28 Westerner Park
- 29 Westerner Natural Area
- 30 Landfill Site
- 31 Sylvan Lake Trail (proposed)

4.0
FACILITIES

4.0 FACILITIES

Facilities are indoor and outdoor areas and structures that are specifically developed and operated to accommodate a given set of activities. They may range from a simple neighbourhood playground to an extensive multi-use recreation complex. The major community services facilities in Red Deer are shown in Plan 4.

4.1 OVERVIEW OF CURRENT FACILITIES

Community Services facilities in Red Deer are provided at three levels of service:

- City Level

City level facilities serve the needs of the whole community. Examples include the Red Deer Arena, the Recreation Centre and the Memorial Centre, as well as all the components of the Waskasoo Park system. A number of City-owned facilities are operated on behalf of the City by non-profit agencies. In addition, there are a number of city level facilities operated by institutions, agencies, and private enterprise.

- District Level

District level facilities are those that serve whole sections of the city including a number of clearly identified neighbourhoods. Examples include the G.H. Dawe Community Centre which incorporates an arena, an indoor swimming pool, a branch library and other community facilities which serve the whole of North Red Deer, including defined neighbourhoods such as Oriole Park, Highland Green, Glendale, and Kentwood.

- Neighbourhood Level

Neighbourhood level facilities are those which only serve the immediate neighbourhood on a day-to-day basis. Examples include neighbourhood parks, incorporating playgrounds, ball diamonds, sportsfields and community shelters, as well as smaller tot lots.

The provision and operation of facilities is a major responsibility of the Community Services Division and accounts for a substantial portion of annual budget expenditures. The revenue generated by some of the facilities offsets operating expenditures. However, the balance is funded through the tax levy and individual provincial grant programs.

monument, Royal Canadian Legion Monument, and a recently completed columbarium.

Operation and maintenance of this cemetery is conducted through the cemetery office and shop. Approximately 2,000 grave plots are available for sale in the proposed expansion area of the cemetery which represents a twenty-year supply.

- The City should continue to operate the Alto Reste Cemetery, in accordance with existing standards and proceed with the development of the expansion area, as required.
- The City should encourage the sale of columbarium niches at Alto Reste Cemetery as a desirable use of limited cemetery lands.

4.2.3 ARENA (Red Deer Arena)

The Red Deer Arena is located along 43 Street, immediately south of Rotary Recreation Park. The building was constructed in 1952 and was, for many years, the city's major spectator facility, seating 2,288 persons in the stands.

An agreement between the City and the Westerner Exposition Association limits use of the arena in the future. In terms of this agreement, the City may not use the arena for activities which were previously carried out by the Westerner on the Old Exhibition Grounds, unless they are unable to be accommodated at Westerner Park. This includes activities such as agricultural exhibitions, fairs, rodeos and rock concerts, but would exclude other recreation and cultural programs.

With the completion of the new 6,000 seat Centrium at Westerner Park, it is proposed that the arena will continue to serve the city as a spectator arena for public skating, minor hockey, and a limited number of major events. The facility is structurally sound, but significant upgrading and maintenance will be required over the next five years, as outlined in the division's Facilities Management/Maintenance Plan. A high priority should be given to bringing the building up to present Building Code requirements and upgrading the dressing rooms.

- The Red Deer Arena should be retained as a spectator arena facility with limited summer use.
- The City should give a high priority to upgrading the dressing rooms and bringing the building up to present Building Code requirements.

4.2.4 BARRETT PARK (Waskasoo Park)

Barrett Park is a large park area along Waskasoo Creek, immediately south of Ross Street. The area east and south of the creek is a densely-wooded escarpment, including significant stands of climax spruce forest. The area west of the creek is more formally landscaped, and has been developed primarily for passive recreation. A bicycle/pedestrian trail links Barrett Park with Victory Park and Coronation Park to the north, and Rotary Picnic Park to the west. Other facilities include two bridges across the creek, a shale hiking trail along the escarpment, seating areas, and interpretive signage. Public washroom facilities are available in the nearby Parks Maintenance building. One small house has been retained in the southern portion of the park as a Park Supervisor's residence.

- Barrett Park should be retained as a natural and landscaped park area along the Waskasoo Creek trail system. The area should be retained for passive recreation adjacent to downtown residential communities, and no active recreation facilities should be developed.

4.2.5 BOWER NATURAL AREA

The area known as Bower Natural Area is 20ha of private land adjacent to Red Deer College, south of Waskasoo Creek and west of the old CPR tracks. This hilly and wooded area completes the cross-country skiing, running, and orienteering trail system that has been developed by Red Deer College, with assistance from the City. The trails have been developed and used with permission from the owner.

Since 1980, users of the area have put forward proposals that this private land be acquired by the City as an extension of Waskasoo Park, or by the College as an extension of its recreation facilities. The Waskasoo Park Master Plan did not recommend acquisition of this site because it is separated from the major park nodes along the river valley and creek system. As outlined in Section 3.2, it is proposed that the City continue to support the college in its attempts to acquire the site. It is the college's intention to preserve the wooded natural area and utilize the balance of the site for future development.

- The City should continue to support the college in its attempts to acquire the Bower Natural Area and preserve the wooded portion of the site as a low key natural area for non-motorized recreation with trails for skiing, orienteering, and cross-country skiing. However, no capital funding should be allocated for this purpose.

4.2.6 BOWER PONDS (Waskasoo Park)

Bower Ponds is a large park area on the north of the Red Deer River between Great Chief Park and Taylor Bridge. Since its completion through the

Waskasoo Park development, it has become the most popular family recreation area in the city. Facilities include:

- A large meandering pond along the river, which is used for canoeing, paddleboating and fishing in summer, and skating during winter.
- A pavilion along the edge of the pond, which includes a food concession and rental operation, together with a rest area, skate change area and washrooms. The concessionaire rents bicycles, canoes, paddleboats, rollerskates and fishing rods during summer, and cross-country skis and ice skates during winter.
- The Cronquist House Multicultural Centre, an historic building which was relocated within the park, and has become a major cultural centre and tourist attraction. The building is owned and operated by the Red Deer International Folk Festival Society as a multicultural centre, which is available for community use. The society serves tea and ethnic lunches on the main level and operates a gallery and gift shop upstairs.
- An amphitheatre and permanent stage along the ponds which is used for a variety of events, including the Annual Folk Festival and family concerts.
- A lighted bicycle/pedestrian trail system around the ponds which is linked to the main river trail system. This provides access to a major sliding hill on the south of the ponds and a handicapped accessible fishing deck.
- Two small paved parking areas with restricted road access through Great Chief Park.

Since the completion of this facility, major problems have been experienced with the stability of the retaining wall, the deck and stage along the west bank and ponds. The deck and stage have lifted and sections of the retaining wall and adjacent trail have partially collapsed. Major maintenance and reconstruction of these facilities is a high priority. The high water table is also causing problems within the pavilion building.

The location and size of the stage have been found to be adequate. However, users have requested that consideration be given to the installation of some form of temporary roofing system or cover over the stage in the future.

- Bower Ponds should be maintained as a landscaped family recreation area. No additional facilities should be developed in this location due to limited access and parking.

- The City should give a high priority to the maintenance and reconstruction of the retaining wall, trail, stage and deck system along the west bank of the ponds.
- The City should continue to operate the pavilion/concession on a contractual basis.
- The City should continue to recognize Cronquist House Multicultural Centre as the focus of multicultural activities in the city. Programming should encourage maximum use of the house, in conjunction with activities such as the annual Folk Festival.

4.2.7 BOWER WOODS (Waskasoo Park)

The area known as Bower Woods includes all City-owned parkland along Piper Creek, between 32 Street and Delburne Road. The area immediately south of 32 Street is densely wooded and includes stands of climax spruce forest. Developments include a bicycle/ pedestrian trail, which provides access to the Westerner Exposition Grounds, a number of seating areas and interpretive signage.

It is proposed to expand the Bower Woods area through Reserve dedication in the future, when privately-owned lands west of Sunnybrook and east of Bower Place are developed. This park area will be bisected by the future extension of Molly Bannister Drive (28 Street) to the east, which should provide for a suitable pedestrian crossing at the intersection with the trail.

- Bower Woods should be retained as a natural area along the Piper Creek trail system. This area should be expanded through Reserve dedication in the future, when adjacent privately-owned lands are developed.

4.2.8 CAMILLE J. LEROUGE HIGH SCHOOL SITE

The Camille J. Lerouge High School site is limited in size and only includes one Class 'B' fastball diamond. No additional facilities are planned in the future.

- The City should support the retention of the existing recreation facilities on the Camille J. Lerouge high school site.

4.2.9 CITY HALL PARK

City Hall Park is a landscaped ornamental park with geometrically arranged walkways, lighting and flowerbeds, surrounded by mature trees. It is a focal point of the downtown, and respondents to a 1985 questionnaire rank the park as the downtown's greatest attraction. During winter, the park is decorated with Christmas lights and, at one time, housed a major nativity display. However, this

was vandalized beyond repair. A need has been identified to reconstruct the unistone walkways, which are uneven and pose a hazard to pedestrians. City Hall Park is used for a variety of events, including lunch hour concerts. However, the layout of the park cannot accommodate major spectator events and alternative locations for a "performance plaza" are being actively considered by the Towne Centre Association.

- City Hall Park should be retained as a landscaped ornamental park for passive recreation, and no additional facilities should be developed within its present boundaries with the exception of the small area required for library expansion. A high priority should be given to reconstructing the unistone walkways within the park.

4.2.10 COMMUNITY SERVICES CENTRE

The Community Services Centre is located in the downtown at the corner of Gaetz Avenue and 51 Street. The facility is located in the former Provincial Building, which was constructed in 1950 and was leased to the City in 1990 for a fifteen-year term.

The City undertook substantial renovations of the building in 1990 to accommodate a variety of community services agencies. Tenants in 1991 include the Red Deer Family Service Bureau, the Downtown House, the Red Deer Action Group for the Physically Disabled, the Community Information & Referral Service (C.I.R.S.), Suicide Prevention Services, the Children's Council, the Landlord & Tenant Advisory Board, the Central Alberta AIDS Network, the Learning Disabilities Association, and the Job Stabilization Project. The facility is managed on behalf of the City by the Red Deer Family Service Bureau by way of a management agreement. The bureau works closely with the Facility Advisory Board which includes representatives of each tenant and the City Social Planning Department. The board is responsible for the preparation of the annual budget in which rents collected are planned to balance all operating costs including maintenance of the building as outlined in the division's Facility Management/Maintenance Plan.

The Community Services Centre has brought the organizations involved more closely together both physically and through a cooperative approach to programs. There is considerable amount of sharing of resources in the facility and joint planning between services.

- The Community Services Centre should be retained to provide shared accommodation and resources for community service agencies in the city.
- The City should continue to contract the management of the centre through the Red Deer Family Service Bureau.

- The manager of the facility should continue to promote a cooperative planning approach through the Facility Advisory Board and rents should be established to balance total operating costs.

4.2.11 CORONATION PARK (Waskasoo Park)

Coronation Park is a small, landscaped, ornamental park along Waskasoo Creek, immediately north of Ross Street. A bicycle/pedestrian trail links Coronation Park with Barrett Park to the south and Stephenson Park to the north. Development also includes a bridge across the creek, seating areas, and interpretive signage. The existing bridge should be replaced with a standard bridge unit when major repairs are required.

- Coronation Park should be retained as a landscaped, ornamental park for passive recreation, and no additional facilities should be developed.

4.2.12 COURT HOUSE COMMUNITY ARTS CENTRE (OLD)

The Old Court House Community Arts Centre is located on Ross Street, opposite City Hall Park. The building is owned by the City and is leased to the Red Deer & District Allied Arts Council for operation as an arts centre. In terms of this lease, the maintenance, operation and management of the facility are administered by a management board consisting of representatives of both the Allied Arts Council and the City.

The centre provides a base of operations for the Allied Arts Council, including office space, meeting rooms, and a small art gallery. The balance of the space is sub-leased to a variety of non-profit and commercial arts-related organizations, as well as a small concession. The purpose of the centre as outlined in an agreement between the City and the Allied Arts Council is "to encourage a greater awareness and understanding of the arts, and provide the opportunity for individuals and community organizations to be involved in the arts".

The building is designated as a Provincial Historic Resource, and was renovated by the Province prior to its transfer to the City. Future ongoing maintenance and upgrading costs are outlined in the *division's* Facilities Management/Maintenance Plan. Financial assistance to undertake this work may be available through the Alberta Historical Resources Foundation.

- The City should support the Red Deer & District Allied Arts Council in its operation of the Old Court House Community Arts Centre, as a focus of the arts community of Red Deer. The maintenance, operation and management of the facility shall continue to be administered by a management board consisting of representatives of the Allied Arts Council and the City.

4.2.13 CURLING RINK (Red Deer Curling Rink)

The Red Deer Curling Rink, located immediately west of the Red Deer Arena, is owned and operated by the Red Deer Curling Club. The building includes eight sheets of curling ice, a spectator area, and a concession/lounge. The facility was substantially upgraded in 1986 and the City provided a loan for the installation of a new ice plant. The Red Deer Curling Club has initiated plans to expand the facility and add an additional four sheets of ice. This expansion will be given a high priority, if Red Deer is successful in its bid to host the 1994 Canadian Briar Curling Championships.

- The City should support the principle of expanding the Red Deer Curling Club by an additional four sheets of ice.

4.2.14 FORT NORMANDEAU (Waskasoo Park)

The area west of Highway #2 known as Fort Normandeau is the site of the first permanent settlement in Central Alberta and the forerunner of the present city of Red Deer. The site has been developed as the focus of cultural history interpretation within Waskasoo Park. Development includes a reconstruction of the historic fort, a new interpretive centre, a day use picnic area, and a canoe launch along the river.

Fort Normandeau is operated on behalf of the City by the Normandeau Cultural and Natural History Society with support from volunteers in the community. The number of visitors to the site has declined since the direct road link with Highway #2 has been closed and tourism promotion has been limited.

- Fort Normandeau should be retained and supported as the centre of a cultural and historical interpretation for the site and for Waskasoo Park as a whole. The site should be actively promoted as a tourist attraction.

4.2.15 GAETZ LAKES SANCTUARY (Waskasoo Park)

The area now known as Gaetz Lakes Sanctuary is the major natural conservation area within Waskasoo Park. It includes a federally designated bird sanctuary of approximately 80ha, together with additional lands purchased by the City.

The area encompasses a wide variety of vegetation communities. These includes stands of climax white spruce and mixed wood along the escarpment, and poplar and deciduous slough vegetation in the lowland area surrounding two oxbow lakes. An environmental study of the area noted that it was a unique

wildlife habitat in the region, and identified 128 species of birds and 28 species of mammals within the sanctuary boundaries.

The Federal Bird Sanctuary was transferred to the City in 1983, subject to the following terms and conditions, which are maintained by the Gaetz Lakes Sanctuary Committee.

- "- The land shall be used primarily for the protection of wildlife in its natural habitat;
- No activity that conflicts with the protection of wildlife shall be permitted on the land;
- The Council of The City of Red Deer shall establish and maintain a committee that should include a representative of the Fish & Wildlife Division of the Department of Energy & Natural Resources, to ensure that the purchaser complies with the conditions and restrictions on the use of the land set forth in this agreement;
- Access to the land and movement within the boundaries of the land shall be restricted;
- No boats or canoes shall be permitted on any lakes within the boundaries of the land;
- No vehicles of any type shall be allowed in, on or about the land, except for the purpose of an emergency;
- No horses or pets shall be allowed in, on or about the land;
- No camping, picnicking or partying shall be permitted in, on or about the land."

The bicycle/pedestrian trail system along the river provides access to the nature centre, but carefully located fencing prevents unauthorized access into the heart of the sanctuary. There are three levels of public access within the designated boundaries. The 1km Dr. George Trail is accessible to the elderly and the physically disabled, and leads to a viewing deck and bird blind. The 5km Wishart Trail follows the perimeter of the entire area, with a number of interpretive viewpoints and viewing platforms. No public access is permitted in the sensitive area between the lakes except in exceptional circumstances, and no trails should be developed.

The northern boundary of the sanctuary is defined by the 67 Street Road Allowance. The 67 Street road and bridge was carefully designed to minimize the impact on the adjacent sanctuary. In addition, an intensive tree planting program has been undertaken along the road allowance. No direct vehicular

connection was made between 67 Street and 45 Avenue, in order to prevent 45 Avenue from being utilized as a through route between the sanctuary and the river. In addition, any direct access vehicular ramps would have encroached into the designated sanctuary boundaries.

The major facility in the area is Kerry Wood Nature Centre, which acts as the "gateway" to the sanctuary, and the focus of natural history interpretation and education for Waskasoo Park, as a whole. The centre includes permanent displays depicting a walk through time, from the age of the dinosaurs to the present. The facility also includes a gallery, a small auditorium, the Discovery Room, where school programs and meetings are held, an information desk and a natural history bookstore. The centre receives over 65,000 visitors a year, and has become one of Red Deer's major tourist attractions. The adjacent Allen Bungalow, a designated Registered Historic Resource, has been renovated as part of the overall facility and provides a supervisor residence, as well as a meeting room for community groups.

Gaetz Lakes Sanctuary, together with Kerry Wood Nature Centre and Allen Bungalow, is operated on behalf of the City by the Normandeau Cultural & Natural History Society, with support from numerous volunteers of the community. The society is also responsible for natural history programming throughout Waskasoo Park.

It is proposed that the Normandeau Cultural & Natural History Society prepare a Management Plan for the sanctuary, which should consider issues such as fire management, encouragement of native species, and policies for public and group use. This plan should be developed with full public input during the planning process.

The land to the east of Gaetz Lakes Sanctuary and north of Michener Centre is owned by the Province, and proposed for future residential development in the approved East Hill Concept Plan. A portion of this area is presently leased to the City for use as a tree nursery. It is recommended that future development in this area be carefully planned, in order to protect the escarpment and avoid any detrimental impact on the sanctuary. This would likely include fencing along the sanctuary boundary and an additional buffer strip of open space between the sanctuary and future residential development.

- Gaetz Lakes Sanctuary should be retained as the major conservation area within Waskasoo Park. Only limited trail development should be permitted within the designated boundaries.
- Kerry Wood Nature Centre should remain the focus of natural history interpretation for Waskasoo Park and the surrounding region, and should be promoted as a major tourist attraction.

- The historic Allen Bungalow should be retained as a residence for on-site supervision and control.
- Gaetz Lakes Sanctuary should continue to be operated in accordance with the terms and conditions established by the Province and monitored by Gaetz Lakes Sanctuary Committee.
- The City should reaffirm the present road configuration adjacent to Gaetz Lakes Sanctuary, which does not provide for a direct vehicular link between 67 Street and 45 Avenue.
- The Normandeau Cultural & Natural History Society should prepare a management plan for Gaetz Lakes Sanctuary, and encourage public input during the planning process.
- The City should ensure that future development to the east of Gaetz Lakes Sanctuary be carefully planned, in order to protect the escarpment and avoid any detrimental impact on the sanctuary.

4.2.16 GAETZ PARK (Waskasoo Park)

Gaetz Park is a small, natural park area along the river between Gaetz Avenue bridge and Waskasoo Creek. The northern portion along the river is landscaped, whereas, the southern portion is densely wooded. A bicycle/pedestrian trail links Gaetz Park with other Waskasoo Park facilities along the south bank of the river.

Prior to the development of Waskasoo Park, plans were prepared to develop Gaetz Park as a family recreation area, with picnicking facilities and a canoe launch. However, residents of 56 Street to the south are strongly opposed to the development of any additional recreation facilities in this area.

- Gaetz Park should be retained primarily as a natural area along the main river trail system, and no additional facilities should be developed. Reforestation of the area should be undertaken on an ongoing basis.

4.2.17 GALBRAITH PARK (Waskasoo Park)

Galbraith Park is a densely-wooded natural area along Waskasoo Creek, which stretches from the river to 55 Street. The only facility is a bicycle/pedestrian trail and bridge which links the park to the main river trail system to the north, and Stephenson Park and the Devonian Trail system to the south.

- Galbraith Park should be retained as a natural area along the main river and creek trail system. Reforestation of this area should be undertaken on an ongoing basis.

4.2.18 GOLDEN CIRCLE SENIORS CENTRE

The Golden Circle Seniors Centre is located in Rotary Recreation Park and operates as a major senior citizen's resource and drop-in centre. The facility includes a large irregular shaped hall/dining room, a kitchen, music, crafts, and games rooms, and administrative offices. An extension of the building acts as a skate change, seating, and washroom facility for the adjacent speedskating oval and other recreation facilities. In addition, an agreement with the Red Deer Lions Speedskating Club provides access to the whole building during competitive skating meets.

The centre is operated on behalf of the City by the Red Deer Golden Circle Society, through a management agreement. Operational funding is largely provided through the provincial Family and Community Support Services (F.C.S.S.) program. Increased utilization of the hall and meeting facilities has resulted in some program conflicts. The Society is therefore undertaking a space utilization study to review the space needs of the programs and recommend alternative ways to resolve space problems.

- The Golden Circle Seniors Centre should continue to be supported as the City's major facility for seniors.
- The City should carefully review the space utilization study upon completion to determine the most practical and cost effective way of accommodating increasing requests for seniors programs.

4.2.19 GREAT CHIEF PARK (Waskasoo Park)

Great Chief Park is the city's major athletic park facility, and includes baseball and fastball diamonds, sportsfields, Kiwanis Picnic Grounds, and a pitch-and-putt golf course. These facilities were substantially upgraded as part of the Waskasoo Park development, and are linked with the bicycle/pedestrian trail system along the river. A canoe launch at the Kiwanis Picnic Grounds provides access to the Red Deer River, immediately upstream of the Cronquist Rapids.

A new service building was completed in 1991, to provide washroom and concession facilities, and replace two unsightly trailer units. The present system of irrigation is very inefficient and labour intensive. The installation of an underground irrigation system is proposed in the Facilities Management/Maintenance Plan. The facilities at Great Chief Park will likely continue to serve as the city's major athletic sportsfields and spectator facility, as there is no apparent need for a major spectator stadium.

- Great Chief Park should remain as the city's primary spectator athletic park. A high priority should be given to the installation of an underground irrigation system.

4.2.20 GREAT WEST ADVENTURE PARK (Waskasoo Park)

Great West Adventure Park is situated immediately east of Taylor Bridge, and was constructed as part of Waskasoo Park development. It includes a BMX (bicycle motocross) track, which provides a provincial class facility for BMX racing, as well as casual use. Development also includes a powerboat and snowmobile access point along the river, a washroom/warming hut, and adjacent picnicking facilities. All the facilities are linked with the bicycle/pedestrian trail system along the river.

Some complaints have been received regarding the operating of powerboats without mufflers, and some form of monitoring and control should be undertaken. It should be recognized, however, that the City has no jurisdiction or control over the use of the river.

- Great West Adventure Park should be retained as a primary activity node for BMX, and as the designated access point to the river for powerboats and snowmobiles.

4.2.21 HERITAGE RANCH (Waskasoo Park)

Heritage Ranch is a large 87ha natural area, immediately east of Highway #2, which was acquired and developed through the urban park program. 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 Great Chief Park via a major river bridge and a trail along the southern boundary of the Red Deer Golf & Country Club. The facility is also accessible via the South Bank Trail along the river.

The upper area of Heritage Ranch has direct vehicular access from 43 Street and Highway #2 via a layby and rest stop. Development in this area includes parking, a major visitor centre and adjacent gymkhana area, a children's playground and picnicking facilities. The visitors' centre includes a restaurant, information kiosk and viewing tower linked with a barn and tack room. Facilities offered by the equestrian concessionaire include riding lessons, trail rides, and hay rides during summer and sleigh rides during winter.

The lower bottomland along the river remains in a *relatively natural* state. Facilities include a major fishing lake, which has been developed within a series of abandoned gravel pits, a picnic shelter, a washroom/warming hut, and a children's playground. This area also includes 10 km of equestrian trails and an area designated for equestrian competition. The natural environments in this area make it a unique habitat for a wide variety of wildlife. Consequently dogs are prohibited, except on a leash, on the bicycle/pedestrian trail system.

The operation of Heritage Ranch has not been very successful from a financial perspective and has not become a significant attraction or tourist destination. However, the potential of this area has been recognized by the Tourist & Convention Board, which is proposing to develop a portion of the upper area adjacent to the layby as a major tourist attraction to be named "The Crossing". "The Crossing" takes its name from the historic site to the west, now known as Fort Normandeau.

"The Crossing" has been conceived as an en route stopping place, where the traveller can sample the hospitality, adventure and exploration opportunities of Red Deer and the surrounding region. This tourist attraction, information and service centre is proposed to include the following major components:

- "A Provincial 'Travelling On' Centre - an information centre for the entire province.
- A Themed Regional Attraction and Sales Centre - including displays, simulators and live presentations by operators and communities.
- A City of Red Deer Attraction and Sales Centre - selling the major attractions, events and opportunities of Red Deer, and selling tickets for those attractions.
- A Traveller Service/Rest Centre - including a themed restaurant, service station, washrooms, picnic area, playground and gift/souvenir shop."

(The Crossing At Red Deer - March 1990)

The development plan for the facility is fully integrated with the existing facilities at Heritage Ranch, and also makes provision for a site for the Alberta Sports Hall of Fame. The City of Red Deer has submitted a bid for the location of this provincial attraction in Red Deer.

The concept of "The Crossing" has been analysed and developed by several consulting firms. The feasibility study, undertaken by Pannell Kerr Foster, Management Consultants, showed that, based on highway capture ratios, visitation could be reasonably estimated at 200,000 persons per year, at full operation. The study also estimated that the facility would generate an economic impact of \$10.9 million and 20 person years of employment annually.

City Council has approved the concept of "The Crossing" on several occasions and it is included in the approved Red Deer Tourism Action Plan (revised September 1990). However, a number of concerns have been expressed by the public regarding the viability of the project and access to the site. As a result, a recommendation for financial support from the City was defeated by City Council. It is considered, however, that the concept has considerable merit and should be further studied by the Red Deer Tourist and Convention Board.

- Heritage Ranch should be actively promoted as a tourist attraction in the region and a gateway to Waskasoo Park. The facility shall serve as the city's year-round Visitor Information Centre, operated under agreement with the Red Deer Tourist & Convention Board.
- Heritage Ranch should be promoted as the focus of equestrian activities within Waskasoo Park and the equestrian trail system should be maintained to a high standard.
- The City should strictly enforce the bylaw prohibiting dogs in Heritage Ranch, except on the bicycle/pedestrian trail system.
- The City should support the further development of "The Crossing" concept at Heritage Ranch by the Red Deer Tourist and Convention Board.
- The City should reaffirm its support for the bid to locate the Alberta Sports Hall of Fame in Red Deer, with the preferred site on Highway 2 at Heritage Ranch.

4.2.22 HIGHLAND GREEN ESCARPMENT (Waskasoo Park)

Highland Green Escarpment includes the entire City-owned escarpment area from 64 Avenue east to Gaetz Avenue. The area is partly landscaped and partly in its natural state, with significant tree stands immediately west of Gaetz Avenue. Development is limited to a small section of bicycle/pedestrian trail between 64 Avenue and Taylor Drive.

The Bicycle Master Plan recommends that the bicycle/pedestrian trail be extended east from Taylor Drive to 52 Avenue, and link directly with the North Red Deer neighbourhood park and school site.

- Highland Green escarpment should be retained as a natural and landscaped park area. The bicycle/pedestrian trail system should be extended from Taylor Drive to 52 Avenue in the future, as proposed in the Bicycle Master Plan.

4.2.23 KIN KANYON

Kin Canyon is a large natural and landscaped park area along Waskasoo Creek, immediately north of 32 Street. It includes major stands of mature spruce and mixed forest along the creek and escarpment. A bicycle/pedestrian trail links Kin Canyon with Rotary Picnic Park to the north, and Bower Woods to the south, via a tunnel beneath 32 Street. There are also good trail connections with surrounding residential areas. Other facilities within Kin Canyon include a parking lot near 32 Street, a major picnicking area with washroom facilities, a children's playground and spray pool, a hiking trail along the escarpment, several bridges across the creek, and a participark fitness trail.

During preparation of the former Master Plan, numerous complaints were received that the trail system within Kin Canyon was heavily used, resulting in a conflict situation between cyclists and pedestrians. This problem appears to have been largely resolved through the City's bicycle safety program and development of additional trails for cyclists along the river valley. A need has also been identified to upgrade the playground equipment in relation to the major picnic facilities.

- Kin Canyon should be retained as a natural and landscaped area and reforestation should be undertaken on an ongoing basis. Consideration should be given to upgrading the playground facilities in this location. The use and safety of the main bicycle trail system should be reviewed on a regular basis.

4.2.24 KINEX ARENA

The Kinex Arena is located immediately south of the Red Deer Arena and Curling Rink. The facility was constructed in 1967 as a joint venture between the City and the Westerner Exposition Association, with the support of the Kinsmen Club, and was initially used for exhibitions and cultural events as well as an ice arena.

An agreement between the City and the Westerner Exposition Association limits the use of the arena in the future. In terms of this agreement, the City may not use the arena for activities which were primarily carried out by the Westerner on the old exhibition grounds unless they are not able to be accommodated at Westerner Park. This includes activities such as agricultural exhibitions, fairs, rodeos, and rock concerts but excludes other recreation and cultural programs.

With the completion of the new facilities at Westerner Park, it is proposed that the area will continue to serve the city for minor hockey, and a limited number of summer events. The facility is in excellent condition following completion and upgrading in 1991 and only minor maintenance costs are contemplated in the facilities Management/Maintenance Plan.

- The Kinex Arena should be retained for typical arena activities with limited summer use.

4.2.25 LANDFILL SITE

The existing City landfill site is approximately 36.4ha in extent and is located immediately east of Westerner Park and the Westerner Natural Area along Piper Creek.

The lifespan of the landfill site is approximately 10 - 15 years. City Council previously adopted the concept of reclaiming and utilizing this site for recreation purposes in the future. A preliminary concept plan was prepared for the area

as the extension of Westerner Park, including sports fields and overflow parking for major events. A detailed development plan for the area is required to provide a framework for the final grading and reclamation of the site.

- The City should support the future development of the existing landfill site as an extension of Westerner Park incorporating sportsfields and overflow parking facilities. The City should give a high priority to preparing a detailed development and reclamation plan for this area.

4.2.26 LIBRARY (Red Deer Public)

The Red Deer Public Library is located along 49 Street within City Hall Park. The building was constructed as a Canadian Centennial Celebration project in 1967 and consists of a two story concrete structure with a developed basement. The facility includes an adult and children section, administrative offices, and a meeting room named the Snell Gallery, which is used for community programming.

The facility was substantially upgraded in 1989/90 including improved mechanical systems, ceiling, lighting, furniture, and interior decoration. However, with increased usage the present building is too small to meet future needs. Consequently the Library Board undertook a "Library Building Study" in 1988, which concluded that given the present rate of growth, the building would reach capacity in 1993. The study recommended that consideration be given to expansion into the existing fire hall/armoury building which will be vacated in 1992 when a new fire hall is constructed. This expansion will provide an additional 1,022 m² (11,000 ft.²) and satisfy library service requirements for the next 15 - 20 years. It will also provide a practical and economic use for the former armoury building which is designated Municipal Historic Resource.

In 1989, City Council approved the concept of the Library expanding into the firehall/armoury building and authorized the Library Board to begin fundraising. The Library Board subsequently launched its "Literacy & Legacy" campaign. The total cost of expansion is estimated at approximately 2.5 million dollars, half of which will be raised through grants and local contributions. The balance of funding has been included in the approved five year capital plan.

The library expansion will approximately double the size of the existing facility. The children's library will be relocated to the main floor of the armoury building, and a small 120 seat lecture theatre/auditorium will be developed in the basement of the linking structure between the armoury and the present library. This auditorium will provide an intimate venue for a variety of programs, including readings, concerts, and lunchbox theatre. The adult services section will occupy the main and second floors of the existing building. The lower level of the existing building will be used for staff work space, storage and meeting space.

- The Red Deer Public Library should be maintained in its existing location. The proposed expansion into the historic armoury building should be given a high priority, once a new fire hall has been constructed.
- The City should support the development of a small lecture theatre/auditorium within the library expansion as a focus for cultural programming in the downtown area.

4.2.27 LINDSAY THURBER COMPREHENSIVE HIGH SCHOOL SITE

The Lindsay Thurber Comprehensive High School site occupies a 15ha site immediately north of 51 Street and west of the Gaetz Lakes Sanctuary. During the planning of Waskasoo Park it was found that the northeast portion of the school site was an integral part of the Gaetz Lakes Sanctuary and included a portion of the west oxbow lake. As a result, the Public School Board donated approximately 11.7 ha of land to the City for inclusion in Waskasoo Park. The City subsequently entered into an agreement with the School Board ensuring the pupils of the Board would have free access to all non-commercial areas of Waskasoo Park in the future during normal school hours.

The site has been developed with a variety of recreation facilities including a Class 'A' sportsfield, two Class 'B' fastball diamonds, two volleyball courts, and an all-weather running track together with associated track and field amenities. The Legion Track is the only all-weather track in the city and was substantially upgraded and re-surfaced in 1991.

A 2.6ha portion of the site is leased to the City for the development of the Red Deer Day Care Centre. In terms of the lease agreement, the City is responsible for the maintenance of the surrounding land.

- The City should support the retention of the existing recreation facilities on the Lindsay Thurber Comprehensive High School site.
- The City should work with both school boards to ensure that the Legion Track is maintained to a high standard as a city-level facility.

4.2.28 LIONS CAMPGROUND (Waskasoo Park)

The Lions Campground is located along the north bank of the Red Deer River immediately east of the Gaetz Avenue Bridge. The facility was upgraded and expanded to 120 stalls through the Waskasoo Park development. A bicycle/pedestrian trail links the campground with the Great West Adventure Park to the west and Three Mile Bend to the north. Development includes two service buildings, two children's playgrounds, and a small amphitheatre for evening programs.

The management of the campground is contracted to a private operator and the facility has become a major tourist stop-over point. Special interpretive programs in the amphitheatre are coordinated by the Normandeau Cultural and Natural History Society. The construction of a small stage and storage facility should be considered in this location.

- The Lions Campground should continue to be promoted as a major tourist stop-over point. The City should continue to contract the operation to a private operator.

4.2.29 MASKEPETOON PARK

Maskepetoon Park consists of a 80ha of land immediately east of Highway #2 and north of the Red Deer River. The southwest portion of the park includes a unique natural area of 46ha, whereas the balance of the site has been acquired for development as a future athletic park.

The natural area, includes a fairly unique bog vegetation community, with a significant stand of tamarack forest. A portion of this area was purchased through the Waskasoo Park program and was originally affected by the proposed alignment for railway relocation. Now that the CPR line has been relocated to the west of Highway #2, this area can be preserved in its natural state. It is proposed that development be limited to low key hiking trails, as outlined in the Waskasoo Park Master Plan.

The future athletic park site of 30ha is at present leased for agricultural purposes. A preliminary development plan for the site has been completed which includes provision for 2 baseball diamonds, 4 softball diamonds, two little league diamonds, and five soccer/football fields served by a major field house, parking areas, and a service yard. The facilities are planned to complement those in Great Chief Park, which is planned to remain as the City's major spectator athletic park facility.

- The southwest portion of Maskepetoon Park should be preserved in its natural state. Development should be limited to low key interpretive hiking trails and viewing areas.
- The City should retain the athletic park site for future development depending on demand and the availability of capital funds. The facilities should be planned to complement those in Great Chief Park.

4.2.30 McKENZIE TRAIL RECREATION AREA (Waskasoo Park)

The McKenzie Trail Recreation Area is a large natural park area along the east bank of the Red Deer River, immediately north of the Gaetz Lakes Sanctuary. The area includes the City's former landfill site and a number of abandoned gravel pits which have been reclaimed as a series of meandering ponds with

islands for waterfowl nesting. The escarpment to the east includes major stands of climax spruce forest, which have been preserved in their natural state.

The area has been planned as both a recreation area and an adjunct to the Gaetz Lakes Sanctuary. A bicycle/pedestrian trail has been developed along the river and up the escarpment to 67 Street. Facilities within the area include a major picnic shelter, children's playground, and washroom/warming hut on the north side of the ponds and a canoe launch along the river.

A group picnicking area is proposed within a fenced site to the east of the canoe launch. This area will be available for lease by individual groups for special gatherings. However, development is dependant upon identifying a major corporation or service club as a sponsor.

- The McKenzie Trail Recreation Area should be retained as a natural extension of the Gaetz Lakes Sanctuary and as a major picnicking area within Waskasoo Park. The City should give a high priority to identifying funding sources for the proposed group picnic facility.

4.2.31 MEMORIAL CENTRE

The Memorial Centre complex was built in 1942 as government armories. After World War II, the building was adapted to provide a performing arts auditorium and a gymnasium.

The auditorium is used for a variety of cultural events and has a seating capacity of 774 plus space for up to 12 wheelchairs. In 1989, the City undertook a detailed architectural study of the facility which recommended significant upgrading to bring the building up to modern standards. Major renovations to the auditorium including new seating and flooring are outlined in the division's Facility Management/Maintenance Plan.

Since the completion of the new Arts Centre at the Red Deer College, use of the Memorial Centre Theatre has declined. However, the facility is still an ideal venue for productions or community concerts which require a larger audience capacity. A marketing study for the building was undertaken in 1988 and recommended that it be upgraded but that the technical facilities remain accessible to community groups.

The gymnasium space leased to the Red Deer International Folk Festival Society in 1989 has been converted into a community hall for use by ethno-cultural groups and the public. The lease provides access to the facility by the Red Deer Public School District for gymnastics programs during the school day. The renovated facility has been named the Memorial Festival Hall and includes seating for 300, together with a full service kitchen.

- The Memorial Centre Theatre should be retained as a basic auditorium for use by community groups. The City should give a high priority to upgrading the facility as outlined in the division's Facilities Management/Maintenance Plan.
- The City should support the Red Deer International Folk Festival Society in its operation of the Memorial Festival Hall and ensure access by the Red Deer Public School District for gymnastics programs.

4.2.32 MICHENER CENTRE

The Michener Centre occupies a site of 123.8ha immediately south and east of the Gaetz Lakes Sanctuary and provides residential care and training for over 1,000 mentally handicapped persons. The facility includes a number of facilities which serve the residents and the community. These include the Roland Michener Recreation Centre which incorporates a theatre, a large gymnasium, raquetball courts, and two swimming pools, which serve residents in the East Hill District. The former A.S.H. Curling Rink adjacent to the recreation centre has been leased to a private community organization.

The undeveloped portions of the Michener Centre site include a wetland area to the east of the main residential complex, and a natural area and drainage course immediately west of Clearview Meadows. Both these areas are likely hydrologically connected with Gaetz Lakes Sanctuary. It is, consequently, recommended that consideration be given to their preservation in any future development of the site.

The government has adopted a de-institutionalization policy, through which residents are integrated into community based residences and programs. This policy could have a significant impact on the City's needs for community services in the future.

- The City should continue to work with the Michener Centre administration to ensure community access to the centre's facilities including the swimming pools, which serve the East Hill District.
- The City should continue to support retention and community operation of the former A.S.H. Curling Rink.
- The City should assess the impact of the Province's deinstitutionalization policy and ensure that the Province provides adequate support services in the community.

4.2.33 MUSEUM AND ARCHIVES (Red Deer & District)

The Red Deer & District Museum & Archives facility is located in Rotary Recreation Park and has become a focus of cultural activities in the community and an important tourist attraction. The facility includes permanent and temporary display areas, an exhibition gallery, an atrium, meeting rooms, a gift shop, and administrative offices and storage areas for both the museum and the archives. The museum is operated on behalf of the City by the Normandeau Cultural and Natural History Society, whereas the archives is operated directly by the City within the Community Services Division.

The Normandeau Society has recognized the need to develop a clear storyline for its permanent exhibits and upgrade the quality of the displays. The first phase of renovations was completed in 1991. The need for better tourist promotion has also been identified.

The Red Deer & District Archives is the repository for important City records, manuscripts, photographs and publications. Consequently, a close link has been established between the Archives and the City Clerks Department.

- The City should continue to support the Red Deer & District Museum as the focus of cultural history interpretation and education for the City and the region and should be promoted as a major tourist attraction. Efforts to upgrade the quality of permanent exhibits and interpretive programming should be given a high priority.
- The City should continue to support the Red Deer & District Archives as the repository of records, manuscripts, photographs and publications for the City and the region.

4.2.34 PINES ESCARPMENT (Waskasoo Park)

Pines Escarpment includes the entire escarpment area east of Gaetz Avenue, between the Red Deer River to the south, and Highway 11A to the north. The escarpment east of the Pines residential area is heavily wooded with climax spruce forest, and is a significant wildlife habitat. The area was included in Waskasoo Park in 1982, and a low-key hiking trail has been developed between Parkland Mall and 77 Street. Development also includes a series of viewpoints with seating areas overlooking the river valley. It is proposed that the hiking trail be extended from 77 Street north to Highway 11A.

- Pines Escarpment should be retained as a natural area, with low-key trails for hiking and cross-country skiing. The trail system should be extended north from 77 Street to Highway 11A in the medium/long term.

4.2.35 PIPER'S MOUNTAIN (Waskasoo Park)

The hill known as Piper's Mountain is an interesting natural feature along Waskasoo Creek, which has historical and archaeological significance. In 1984, an archaeological dig of this site was undertaken, and the artifacts collected were found to be of provincial significance. Consequently, further mitigation of the entire archaeological site is possible in the future. Following the dig, the site has been developed with a hiking trail, viewing platform and interpretive signage.

- Piper's Mountain should be retained primarily in its natural state, with limited trail development. Further mitigation of the archaeological site should be considered in the future.

4.2.36 RECREATION CENTRE

The Recreation Centre in Rotary Recreation Park has been the focus of recreation and culture in Red Deer for many years. The facility includes a 25m indoor pool and 17 seat whirlpool, a 50m outdoor pool and deck, arts and crafts workshops, meeting rooms, a concession, a small gallery, and the Recreation & Culture Department's administrative offices.

Major improvements to the complex have been undertaken since the 1986 Master Plan. However, major renovations to the outdoor pool will be required within the next five years as outlined in the division's Facilities Management/Maintenance Plan. No expansion of the complex is proposed in view of restricted parking in the area.

- The Recreation Centre should continue to operate as a public recreation facility and administrative centre for the City's Recreation & Culture Department.
- No expansion of the Recreation Centre should be considered. However, the City should give a high priority to major maintenance and upgrading of the outdoor pool in the short term.

4.2.37 RED DEER CEMETERY

The Red Deer Cemetery is located adjacent to the *Michener Centre* and contains 7ha of land. Plots in this cemetery date back to the turn of the century. The regular burial plots have all been sold and only cremated remains plots remain for sale.

This cemetery is operated through an office and shop on site. In 1991 a major subsurface drainage tile system was installed along the west perimeter to stabilize the slope, and reforestation should now be considered. A number of the monuments in this cemetery are features in a Historical Cemetery Walking

Tour which is promoted through the Red Deer Historical Preservation Committee.

- The City should continue to operate the Red Deer Cemetery in accordance with existing standards.

4.2.38 RED DEER COLLEGE

The Red Deer College is a major educational institution located on a large 116ha site in the southwest of the city, immediately east of Highway 2. The college's primary mission is to provide quality educational opportunities for the adults of Central Alberta. However, many of the recreation and culture facilities are available to the community when not required specifically for college purposes. There is an excellent working relationship between the college and the City and joint development and use of facilities is governed by a number of formal agreements.

The college's facilities available to the community may be divided into seven major program areas. The current status of these may be summarized as follows:

Performing Arts Facilities:

The majority of the city's performing arts facilities are located at the Red Deer College. These include the major arts centre complex and the Margaret Parsons Theatre. The Arts Centre is a state of the art facility and includes a main theatre with 593 seats, a performance studio seating up to 120 persons, rehearsal studios, practice studios, a scene shop, a costume shop, classrooms, and administrative offices. The Margaret Parsons Theatre is a 175 seat lecture theatre with limited stage facilities.

In 1983, the City entered into a joint use agreement with the Red Deer College regarding the construction of a performing arts centre on the College site. Phase I of this facility, as described in the agreement, includes the present arts centre. Phase II was proposed to include a concert hall and, Phase III, an art gallery. However, Phases II and III are not included in the college's five-year plan, and will only be considered in the medium/long term.

The City contributed \$1 million towards the construction of the present arts centre in order to assure access to the rehearsal areas of the facility by community organizations and individuals, and to provide a theatre of a higher calibre. The City's contribution was subject to a number of conditions outlined in the joint use agreement. These included the establishment of the College Fine Arts Centre Advisory Committee, with membership from the College, the City, and a variety of community groups. The purpose of this committee is to review the annual budget, recommend the fee structure, and monitor community use.

Arts and Crafts Facilities:

The College has excellent arts and crafts facilities which are used for college student and extension programs. The extension programs are a major asset to the community and region. However, access to these facilities by community organizations is strictly limited.

Library:

The Red Deer College Learning Resources Centre is a major library which contains in excess of 100,000 volumes, as well as an extensive collection of periodicals and audio-visual resources. The library's primary focus is educational and the collection is based on the College curriculum. The facility is available for use by the community and provides an excellent educational resource. A good cooperative relationship has been developed between the Learning Resources Centre and the Red Deer Public Library, which utilize the same software for their automated library systems.

The college is planning to develop a new 8,200m² library as part of its capital expansion plans, should degree granting and/or degree completion be approved. An addition of 60,000 volumes would be needed to increase the library collection to an acceptable standard for undergraduate study.

Fitness Centre:

The Kevin Sirois Fitness Testing and Training Centre at the College is the only facility in the City which provides scientific fitness training. The program is a joint project of the college and the community and the City has provided capital and operating support over the years.

Physical Education Complex:

Physical education facilities at the college include two gymnasiums and two raquetball courts which serve the needs of the college program and are available for community use.

The college is planning to develop a Campus Centre in the future. This would likely include a fieldhouse, meeting space, court facilities, and an indoor running track.

Sportsfields and Ball Diamonds:

There are two major sportsfield developments on the college site which are jointly maintained and programmed by the City and the college in terms of joint use agreements.

The Kinsmen playing fields in the northwest portion of the site adjacent to Highway #2 include three ball diamonds and two sportsfields. This was a cooperative venture between the City and the college with funding assistance from the Kinsmen Club. Maintenance and scheduling responsibilities are outlined in the agreement between the parties dated June 1986, which is monitored by a joint advisory committee.

The playing fields and running track to the north of the college buildings were jointly developed by the City and the college. As with the Kinsmen playing fields, the maintenance and programming responsibilities are shared in terms of an agreement dated June 1988. This agreement is monitored by a separate joint advisory committee.

Natural Area:

The college site includes a large natural area along Waskasoo Creek and in the southwest. A portion of this area is hilly and wooded and is used in conjunction with the privately owned Bower Natural Area to the east. An extensive trail network has been developed in this area which is used for cross-country skiing, running, and orienteering. The western portion of this area, adjacent to Highway #2, is cultivated and may be leased to a private company for development as a nine-hole golf course together with a driving range, miniature golf, and support facilities.

- The City should ensure community access to the extensive performing arts facilities at the college as outlined in the joint use agreement.
- The City should continue to support the development of a future concert hall and art gallery at the Red Deer College as Phases II and III of the Arts Centre in the medium/long term as contemplated in the joint use agreement.
- The City should endorse the college's practice of maintaining community access to the Red Deer College Learning Resources Centre.
- The City should continue to support the operation of the Kevin Sirois Fitness Testing and Training Centre.
- The City should endorse the college's practice of maintaining community access to its physical education facilities. The City should support the development of a Campus Centre at the college in the medium term.
- The City should continue to maintain the ball diamonds and sportsfields on the college site and ensure community access as outlined in the joint use agreements.

- The City should endorse the college's policy of preserving the natural area in the southern portion of the site, to be used in conjunction with the Bower Natural Area for hiking, cross-country skiing, and orienteering.
- The City should support the development of a golf course on the cultivated portion of the college site south of Waskasoo Creek and immediately adjacent to Highway #2.

4.2.39 RED DEER DAY CARE CENTRE

The Red Deer Day Care Centre is located immediately north of the Lindsay Thurber Comprehensive High School, on a site leased from the Public School District. In terms of the lease agreement, the City is also responsible for the maintenance of the surrounding area up to the boundary of the Gaetz Lakes Sanctuary. Access to the facility is by means of a lane and a gravel roadway north of the Memorial Centre.

The facility consists of thirteen modified trailer units which were purchased and moved to the present site in 1985. There have been ongoing maintenance problems with the facility and fairly substantial renovations to the roof, joints, and venting system were undertaken in 1989. However, an architectural evaluation concluded that the building has less than a 10 year life expectancy. The debenture for the facility will be fully paid in 1998 when the construction or lease of new accommodation should be considered. In the interim, significant ongoing maintenance items have been identified in the division's Facility Management/Maintenance Plan.

The centre is operated on behalf of the City by the Red Deer Child Care Society through a management agreement. Operations are largely funded through provincial day care grants with additional City funding to give priority to low income and single parent families as well as children with special needs.

- The Red Deer Day Care Centre should continue to be operated as a City level day care facility under a management agreement with the Red Deer Child Care Society. City funding should be directed towards low income and single parent families and children with special needs.
- The City should carefully monitor the ongoing maintenance of the facility and consider construction or lease of alternate accommodation in the short term upon completion of debenture payments.

4.2.40 RED DEER GOLF & COUNTRY CLUB

Red Deer Golf & Country Club is a privately-operated golf course with a major parking area and clubhouse building. The facility is located west of Great Chief Park, with access from 64 Avenue. Great Chief Park and Heritage Ranch are linked by a bicycle/pedestrian trail along the river and a major river bridge.

These facilities are developed on property owned by the club, in accordance with an easement agreement. A fence has been installed along the easement boundary, and the City is responsible for all maintenance. If the club wishes to extend or alter greens #4 and #6, the City is required to alter the boundaries of the easement and relocate any fencing thereon.

- The City should monitor and adhere to all terms of the easement agreement with the Red Deer Golf & Country Club for the bicycle/ pedestrian trail along the river.

4.2.41 RIVER BEND GOLF COURSE AND RECREATION AREA (Waskasoo Park)

The River Bend Golf Course and Recreation Area is located at the north end of Waskasoo Park within the County of Red Deer. The site, within a bend of the Red Deer River is over 100ha in extent and consists of a variety of landscaped and natural environments. A bicycle/pedestrian trail links River Bend with Three Mile Bend via a major river bridge.

Since its completion through the Waskasoo Park development in 1987, River Bend has become a very popular recreation area. Facilities on the site include:

- A major 18-hole championship golf course surrounding two artificial lakes, a 9-hole mini links, and a driving range/situation golf area.
- A major clubhouse building which includes a concession, pro-shop, washrooms and changing rooms, and a heated cart storage area. This facility serves the golf course in summer and acts as a pavilion for cross-country skiers in winter. The building is serviced by a large 120 stall parking area.
- Discovery Canyon, a unique family water recreation area, which includes an artificial stream, spray pool, and picnicking facilities.
- A family picnicking area and canoe launch.
- A major 15 km trail system which is used for hiking in summer and is track set as a cross-country ski course in winter.
- A biathlon range in conjunction with a major sliding hill with access from the cross-country ski trail system.
- A park service building for equipment storage and maintenance and a caretaker's residence.

River Bend is operated on behalf of the City by the River Bend Golf & Recreation Society. The management agreement stipulates that fees for the use

of the golf course will be reasonably comparable with the fees charged by golf courses operated by the private sector and will not represent unfair competition. The agreement also requires the society to pay an annual rent for the facility, which is to be used to finance the operations of the total Waskasoo Park system.

The west side of the larger 14ha lake has been landscaped as an amphitheatre. It is proposed that this area will ultimately become a major family recreation area with paddle boats and canoeing on the lake in summer and skating in winter. A future pavilion is also proposed which is planned to include a skate change facility, a seating area, washrooms, and a concession for food and rental equipment.

- River Bend should be maintained as a major public golfing facility. Fees should continue to be comparable with the fees charged by golf courses operated by the private sector, in order to avoid unfair competition.
- River Bend should be maintained as the major cross-country skiing facility in the city. Trails should be track set and groomed to a high standard and use of the biathlon range should be carefully monitored.
- The City should consider the future development of the west lake with additional family recreation facilities, as the demand arises.

4.2.42 RIVERSIDE PARK (Waskasoo Park)

Riverside Park is a large undeveloped park area immediately north of 67 Street and south of Three Mile Bend. This area includes land east and west of Riverside Drive. A bicycle/pedestrian trail along the river provides a link with Lions Campground to the south and Three Mile Bend to the north.

The area to the west of Riverside Drive was originally acquired through the Waskasoo Park program. The Waskasoo Park Master Plan proposed that this site be developed as an athletic park and act as a buffer between the Pines residential area and industrial development on adjacent land. However, the City was not successful in acquiring the additional land for the athletic park development. The site was later proposed for development as an agricultural equipment museum. However, this project has now been located on a site adjacent to Bower Woods.

At this stage, it is proposed to retain Riverside Park as part of the City's park inventory with no future use identified. It should be recognized that the site is subject to offsite levies and future development will be fairly expensive.

- Riverside Park should be retained as part of the City's park inventory and act as a natural buffer between the Pines residential area and future industrial development on adjacent land.

4.2.43 ROTARY PICNIC PARK (Waskasoo Park)

Rotary Picnic Park is a small park area along Waskasoo Creek immediately south of 42nd Street. A bicycle/pedestrian trail links Rotary Picnic Park with Barrett Park to the east and Kin Canyon to the south. Facilities include a picnic area, picnic shelter, washroom warming hut, and a major playground for children of all abilities including the disabled. The area has become the most popular family picnic destination in the city.

- Rotary Picnic Park should be retained as a major family picnic area and children's playground along the Waskasoo Creek trail system. The playground should continue to cater for children of all abilities.

4.2.44 ROTARY RECREATION PARK

Rotary Recreation Park is a large landscaped park in the downtown area, stretching from 43 Street to 48 Street. A number of the city's major recreation and culture facilities are located in this area. These include:

- The Recreation Centre.
- The Red Deer & District Museum & Archives.
- The Golden Circle Seniors' Centre with adjacent skate change, seating and washroom facility.
- The Lions Speedskating Oval surrounding a high-quality lawnbowling green.
- 12 top-quality tennis courts and adjacent service building and concession, operated on behalf of the City by the Red Deer Tennis Club.
- Heritage Square, a unique landscaped interpretive park, adjacent to the Recreation Centre, incorporating a number of heritage features, including the Presbyterian Church steeple, the Stevenson Hall Block, Gaetz Library, The Crossing School, and Aspelund Laft Hus. These structures are linked by a series of trails and interpretive signage. Heritage Square is managed on behalf of the City by Normandeau Cultural & Natural History Society. The Aspelund Laft Hus is located on a site leased to the Aspelund Laft Hus Society.
- A children's playground and picnicking facilities.

A conceptual development plan for Rotary Recreation Park was approved by City Council in October 1985. This included proposals to expand the park to the south, as approved in the Exhibition Grounds Area Redevelopment Plan (Bylaw 2713/81), as well as development of a major waterfront amusement centre. This centre was proposed to include a mini-waterslide and tower, plunge pool, spray pools, shallow pond, miniature golf course and carousel.

Substantial upgrading of the park, including repaving of the *old tennis courts*, renovation of the service building, and a small expansion, was completed in 1990. However, it is considered that the other proposals in the development plan are not economically feasible in the short/medium term. Therefore, it is

proposed that the development plan should be revised, including the expansion to the south and development of a bicycle/pedestrian trail system linking Waskasoo Park with other facilities in the downtown core.

- Rotary Recreation Park should be retained as a landscaped park, incorporating a number of the city's major recreation and culture facilities.
- The City should prepare a revised development plan for the park, incorporating facilities which can be realistically developed in the short/medium term. This plan should provide for the southerly expansion of the park up to 43 Street and development of a bicycle/pedestrian trail system.

4.2.45 SNELL GARDENS (Waskasoo Park)

Snell Gardens is a small, passive, landscaped park along the south bank of the river, between the Gaetz and 49 Avenue bridges. Development includes formal botanic gardens, a landscaped arbour and seating area linked to the riverside bicycle/pedestrian trail system. The City leases a residence adjacent to the park with access from 49 A Avenue, and operates a small attached greenhouse. It is planned to demolish the residence and greenhouse when repairs become uneconomical.

- Snell Gardens should be retained as a landscaped ornamental park, with further botanical enhancements in the future. The City should continue to operate the greenhouse and lease the residence, until such time as maintenance costs become uneconomical.

4.2.46 SOUTH BANK TRAIL (Waskasoo Park)

The area designated as the South Bank Trail extends from Snell Gardens west to Heritage Ranch. It includes a bicycle/pedestrian trail which has been developed partially within Municipal Reserve, and partially within easements and road allowances. The trail follows the bank of the river west of Snell Gardens, ascends the escarpment near Wiltshire Drive, and has been developed within the Cronquist Drive road allowance.

The original Master Plan proposed development of a hiking trail within the escarpment along the river, north of Riverview Park. However, *this proposal* has been abandoned following major erosion of the Reserve lot in this location.

- The South Bank Trail should be retained as a landscaped and natural area, providing access for the main river bicycle/pedestrian trail system. Attempts should be made to widen and/or improve the suitability of this area as part of the wildlife corridor through the city.

4.2.47 STEPHENSON PARK (Waskasoo Park)

Stephenson Park is a densely wooded natural area along Waskasoo Creek immediately south of 55 Street. A bicycle/pedestrian trail links Stephenson Park with Galbraith Park to the north and Coronation Park to the south.

- Stephenson Park should be retained as a natural area along the Waskasoo Creek trail system and no additional facilities should be developed.

4.2.48 THREE MILE BEND (Waskasoo Park)

Three Mile Bend is a large natural park area along the west bank of the Red Deer River, immediately north of 67 Street. A bicycle/pedestrian trail links Three Mile Bend with Lions Campground to the south, and River Bend to the north via a bridge across the river.

Three Mile Bend was severely impacted by gravel mining until its reclamation by Alberta Environment, as part of Waskasoo Park. As a result of this project, use of the site was restricted for a ten-year period, expiring in 1994. Development of the site is also restricted by a series of long-term surface leases for water injection. Facilities in the area include:

- A series of inter-linked ponds within the reclaimed gravel pits which are used for canoe lessons.
- A washroom/warming hut and adjacent picnicking facilities and parking area.
- A freestyle ski jump facility along the major pond, which is used for summer ski training. This structure is located on a site leased by the City to the Central Alberta Freestyle Ski Association.
- A large informal park area, which has been designed to accommodate a variety of recreation activities, including retriever training, archery, and model car racing.

Three Mile Bend is the only area within Waskasoo Park where dogs are permitted off leash, provided they are under control. It is, therefore, an extremely popular area for dog-owners. The original development plan for the site proposed a variety of park enhancements, including botanical gardens and a major park service building. It is now proposed to retain the area largely in its natural state for specific extensive recreation uses.

- Three Mile Bend should be retained as a natural park area where dogs are permitted off leash, with limited facility development. The area should be recognized as a focus for diverse recreation activities, such as freestyle ski

training, archery, canoe lessons, and retriever training, as well as a valuable wildlife area.

4.2.49 VICTORY PARK (Waskasoo Park)

Victory Park is a very small, landscaped, ornamental park on a triangular lot between Ross Street, 46 Avenue and 49 Street. The site includes flowerbeds and a sculpture by Dean Eilertson.

- Victory Park should be retained as a landscaped, ornamental park on an important arterial entryway, and no additional facilities should be developed.

4.2.50 WESTERNER NATURAL AREA

The area known as Westerner Natural Area is a fairly large natural area along Waskasoo Creek, between Westerner Park and the City Landfill Site. This area was specifically excluded from the land leased to the Westerner Exposition Association. Preliminary development plans for this park were completed in 1984, and included a proposed extension of the bicycle/ pedestrian trail system in Bower Woods to link with Westerner Park, and future development on the landfill site. This proposal is also included in the City's Bicycle Master Plan.

- The City should prepare a development plan for Westerner Natural Area as an extension of the Waskasoo Park system. Consideration should be given to the preservation of natural areas along Waskasoo Creek and the development of a bicycle/pedestrian trail as proposed in the Bicycle Master Plan.

4.2.51 WESTERNER PARK

Westerner Park is the City's major exhibition site and is leased and operated by the Westerner Exposition Association. The site comprises approximately 49 ha of land immediately south of Delburne Road which is leased from the City for a 50 year term.

Development on the site has proceeded in accordance with a conceptual plan adopted in 1980. Facilities include the major Altaplex building which was expanded in 1991, the chalet, and administration building, show rings, barns, 3,000 parking stalls, and a low grade race track. The Altaplex facility includes approximately 20,000 m² of exhibition space in a number of different venues and configurations. These include the Centrum, the Parkland Pavilion, the North Pavilion, and the Stockmans Pavilion and a variety of smaller breakout rooms. The Centrum is a versatile multi-purpose facility designed to host recreation, cultural, and sports events as well as exhibitions. Seating can be arranged in a variety of configurations from 2,000 up to 7,500. Arena seating includes 6,000 fixed and movable seats with a potential for expansion to 10,000 in the future.

The Centrium and Parkland Pavilion were jointly developed by the City and the Westerner with substantial funding from the province. The Centrium will be operated as part of the total Westerner facilities with input from a joint Management Board comprising Westerner and City representatives. The objective of this board is to assist in developing a consensus between the partners during the initial years of operation as the City has guaranteed payment of all deficits. The Management Board will review the annual budget and make recommendations to the Westerner Board and City Council.

The development of the new facilities within Westerner Park have substantially altered the original conception plan outlined in the lease agreement with the City. Consequently, it is considered that it is now an appropriate time for a new overall concept plan to be prepared. This plan should recognize the Westerner Natural Area to the east and the potential of providing for additional parking and facilities on the landfill site in the future.

A 2ha portion of the Westerner site in the northeast adjacent to Delburne Road is sub-leased back to the City for development and use as a major Class "A" baseball diamond. The lease is for a ten year period ending in December 1997, when the site will likely be converted to alternate uses.

- The City should support the Westerner Exposition Association in its operation of Westerner Park and jointly participate in establishing management policy for the Centrium through the Centrium Management Board.
- The City should continue to guarantee payment of any operating deficits for the new facility in accordance with the funding agreement with the province.
- The City should encourage the Westerner Exposition Association to prepare a new conceptual plan for Westerner Park.

4.2.52 WOODLEA PARK

Woodlea Park consists of a natural and developed escarpment area immediately south of the Lindsay Thurber Comprehensive High School.

In the past, this area was used as a family ski run operated by the City. However, the site was too small and the operation, without snow making equipment, had a very limited season, and was not cost effective. Consequently, all facilities were removed in 1990 and the site has been retained primarily as a natural area, with a number of low-key hiking trails. The south facing slope adjacent to 55 Street is used extensively as a family toboggan run.

It is proposed that a new development plan be prepared for the site to accommodate a safe extension of the toboggan run onto the former ski hill, and

the reforestation of the balance of the site. The plan should also provide for the phased upgrading and extension of the trail system.

- Woodlea Park should be retained primarily as a natural and landscaped park area. A new development plan should be prepared to accommodate a safe extension of the toboggan run onto the former ski hill, and the reforestation of the balance of the site.

4.3 DISTRICT LEVEL FACILITIES

District level facilities are those which serve whole sections of the city such as swimming pools, arenas, and large sportsfields. The planning of district level facilities is based on a series of service districts, which include a number of individual neighbourhood units. The city is presently divided into four districts as shown on Figure 15.

**FIGURE 15
SERVICE DISTRICTS:
1990 POPULATION**

RECREATION DISTRICT	POPULATION (1990)	% OF POPULATION
- North District	22,016	38.68
- Central District	4,299	7.55
- West District	9,578	16.83
- Southeast District*	21,003	36.90
- Unknown	26	0.05
TOTAL	56,922	100.00

Source: Red Deer City Census 1990

* Includes Michener Centre

As can be seen, there is a considerable variation in population between the service districts. The four existing districts may be described as follows:

North District:

The North District comprises all neighbourhoods north of the Red Deer River. This is the largest recreation district in the city with a population of 21,593 persons in 1990. With the relocation of the railway, further residential expansion is planned in the northwest as outlined in the Northwest Area Structure Plan. The ultimate population of this area is planned at approximately 30,000 persons.

Central District:

The Central District comprises all the downtown residential neighbourhoods including Parkvale, Woodlea, and Waskasoo. The population in 1990 was 4,291 persons. However, it is planned to substantially increase residential densities in this area, and the long-term population is likely to increase to 6,000 persons.

West District:

The West District comprises the residential areas west of Piper Creek including West Park, South Hill, and Bower Place. The area is almost fully developed with the exception of an area west of West Park which falls within the County of Red Deer. The ultimate population of this area is planned at approximately 9,000 persons.

Southeast District:

The Southeast District comprises all the residential areas on the East Hill. The population in 1990 was 19,873 which is slightly less than the North Hill. However, major residential expansion is planned to the north, east, and south as outlined in the East Hill Concept Plan. The ultimate population of this area is planned at 50,000 persons.

There is a considerable variation in the level of facilities provided to serve each recreation district. The standards for district level facilities were only established in the late 1970's. Consequently, the south, east, west, and central districts are served by a number of facilities at different locations. The North District is served by the G.H. Dawe Community Centre, which has been constructed to the new standards and offers a full range of facilities in one location.

In the past, recreation districts have been established for a population catchment of approximately 12,000 to 13,000 persons. A detailed review of facility use and standards has, however, shown that this population cannot support a full range of district level facilities. It is therefore proposed that future districts be planned to serve up to 20,000 persons.

The city's two major growth areas are the northwest and the southeast as outlined in the General Municipal Plan. Consequently, as the North and Southeast districts already have populations of approximately 20,000 persons, it is proposed that two new recreation districts be established within the boundaries outlined on Plan 6. The following table shows the population of each of the six recreation districts in the short, medium, and long-term.

**FIGURE 16
SERVICE DISTRICTS
FUTURE POPULATION**

SERVICE DISTRICT	1990	2000	2010	2020
- Northwest District (new)	5,559	11,400	12,500	19,600
- North District	16,457	15,500	14,700	14,000
- Central District	4,299	4,600	5,400	6,100
- West District	9,578	9,000	9,100	8,600
- East Hill District (new)	3,630	8,600	13,300	23,700
- Southeast District*	17,373	19,400	27,600	27,000
- Unknown	26			
TOTAL	56,922	68,500	82,600	99,000

Source: Red Deer City Census 1990

* Includes Michener Centre

District level facilities have been evaluated in detail and the following sections of the plan include revised standards and recommendations for existing facilities. A detailed inventory of district level facilities is shown in Figure 17.

- The City should plan new district level facilities based on recreation districts with a population of approximately 20,000 persons.

4.3.1 DISTRICT LEVEL STANDARDS

Land for district level facilities is generally obtained through a combination of Municipal Reserve dedication and land acquisition. Funds for land acquisition are available through the Public Reserve Trust Fund.

A detailed review of district standards continues to support the need for a major district school/park site to serve each service district in the city. The size of the site would vary depending on the number of school sites to be included. It is recommended that sites for district parks be allocated as follows:

- High School Site (for each school)	-	6.0ha (14.8 acres)
- Park/Recreation Site	-	<u>9.0ha (22.2 acres)</u>
TOTAL	-	15.0ha (37 acres)

Consequently, a district park with provision for one high school would require a site of 15.0ha (37 acres). Where two high schools are required, the park/recreation site should be increased to 12.0ha, and the total site required would be 24.0ha (59.3 acres).

An inter-departmental task force was established to review the provision of facilities within each district school/park site. The revised facility standards are as follows:

1 - School Building Site

This site shall be approximately 6.0ha in size to accommodate a proposed senior high school, or approximately 1.4ha to accommodate a junior high, middle or elementary school. The City should encourage the respective school board to design the school specifically for community programming. In addition to classrooms, the following areas should be considered:

- A large gymnasium designed to accommodate one regular sized basketball court with bleachers for spectators and suitable change rooms and showers.
 - One large multi-purpose room with or without a stage suitable for meetings.
 - One drama/music rehearsal studio with piano.
 - One multi-purpose arts and crafts facility equipped for ceramics, graphic arts, and painting.
 - One industrial arts shop equipped for wood working, metal work, leather work, and graphics.
 - One dark room and photography lab.
 - One home economics classroom.
- 1 - Single pad arena with modest spectator accommodation.
 - 1 - Swimming pool designed to accommodate primarily family leisure needs and swimming lessons.
 - 8 - Tennis courts with practice board designed to accommodate classroom instruction and community use.
 - 2 - Class "B" fastball diamonds for school and community use (non-overlapping). Where two building sites are included, provision should be made for 4 fastball diamonds.
 - 2 - Class "A" sportsfields for school and community use (non-overlapping). Where two building sites are included, provision should be made for 4 sportsfields.
 - 1 - 400m shale running track
 - Landscaping including grading, drainage, seeding, and perimeter and cluster tree planting.
 - A 1.5m wide shale trail system planned to link with the city's overall trail network.
 - Park furniture including City standard benches, picnic tables, and garbage receptacles.

- Playground facilities as required if the site serves both a neighbourhood and district function.

The East Hill Servicing Study recommends that a series of detention ponds be developed throughout the East Hill area in order to reduce future stormwater management costs. Detention ponds would, in general, be located on public utility lots but may be permitted to distend onto district park sites subject to an acceptable layout and design.

It is recommended that the development of district level facilities continue to be funded through the tax levy and various grant programs. Consequently, future facilities should be budgeted through provision in the five year capital plan. In some cases, however, a district park may also serve a neighbourhood function and include facilities such as playgrounds, skating rinks, etc. These facilities should be funded through the standard recreation levy assessed against the developer.

- The City should plan for district school/park sites of a minimum of 15.0ha (37 acres) with one high school site, and 24.0ha (59.3 acres) with two high school sites. These sites should be acquired through Municipal Reserve dedication and land acquisition, utilizing funds from the Public Reserve Trust Fund.
- The City should attempt to achieve the facility standards for district school/park sites as outlined on page 70.
- The City should permit portions of district school/park sites to be utilized for stormwater detention purposes subject to an acceptable layout and design.
- The development of district parks should be funded through the tax levy and various grant programs. Where the park also serves a neighbourhood function, some of the facilities should be funded through the recreation levy.

4.3.2 NORTH DISTRICT

The North District is served by the G.H. Dawe Community Centre and the 14ha district park. This development most closely conforms with the district standards which have been adopted. The district is also served by the Normandeau Day Care Centre, attached to the Normandeau School.

The G.H. Dawe Community Centre is a model community resource centre, which includes a Public and Separate community school, a leisure pool, an arena, a small public/school library, and multi-purpose meeting facilities. The facility is operated by the G.H. Dawe Management Board which includes representatives of City Council and the two school boards. The shared portion of the facility was inadequately designed and constructed for major public use.

However, substantial upgrading was undertaken during 1989 and 1990 with the assistance of the provincial Community Facility Enhancement Program. Nevertheless, it can be anticipated that maintenance costs will continue to be above average.

The District Park site includes four Class "B" ball diamonds, three sportsfields, and pre-school and elementary playground facilities. Site development has never been completed, although substantial work was undertaken in 1989 and a new development plan has been prepared. It should also be noted that no site has yet been identified for the development of tennis courts.

The Normandeu Day Care Centre is located within the Normandeu Neighbourhood Park and provides 50 spaces for pre-school children. It also includes an Early Childhood Services Program and a development program for children with special needs.

- The City should continue to operate the G.H. Dawe Community Centre through the G.H. Dawe Management Board as a partnership with both school boards.
- The City should give a high priority to the completion of the G.H. Dawe District Park site in accordance with the approved development plan.
- The Normandeu Day Care Centre should continue to serve as a district facility for the North District.

4.3.3 CENTRAL DISTRICT

The Central District is served by facilities within the Central Junior High School and the adjacent district park. The Recreation Centre pool and the Kinex Arena are both City level facilities which also serve the relatively small population in this district.

The Central Junior High School is an older facility, which is not all adapted for community use. However, the Public School Board is planning to undertake major renovations in the near future.

The District Park includes three ball diamonds and one Class "B" sportsfield. However, the site is limited and there is no potential for expansion.

- The City should work with the Public School Board to ensure that renovations to the Central Junior High School make provision for improved community access.
- The Recreation Centre pool and Kinex Arena should continue to serve as district facilities for the Central District.

4.3.4 WEST DISTRICT

The West District is served by facilities within the West Park Junior High School and the adjacent District Park. The Recreation Centre pools and the Kinex Arena are both city Level facilities which also serve the relatively small population in this district.

The West Park Junior High School is an older facility which has some limitations for community use. It has previously been recommended that the City and the Public School board jointly undertake a feasibility study of modifications, which might be undertaken to improve accessibility and suitability for community use. Items which should be considered include the provision of additional storage space, the expansion of dressing rooms, and entrance/exit modifications.

The West Park District Park includes three Class "B" ball diamonds, two sportsfields, and elementary playground facilities. However, no location for tennis courts has been identified and only limited landscaping and tree planting has been undertaken. Consequently, a revised development plan for the site is urgently required.

- The City should work with the Public School Board to undertake a feasibility study of facility modifications to the West Park Junior High School to improve accessibility and suitability for community use.
- The City should prepare a revised development plan for the West Park District Park, making provision for improved landscaping and incorporating a site for future district tennis courts.
- The Recreation Centre pool and Kinex Arena should continue to serve as district facilities for the West Park district.

4.3.5 EAST HILL DISTRICT

The new East Hill District will be served by the proposed East Hill District Park as outlined in the approved East Hill Concept Plan. The site is approximately 24.3ha (60 acres) in extent and is located in Lancaster Meadows, to the southeast of the intersection between 32 Street and 30 Avenue, as shown on Plans 3 and 4.

The district park site was acquired from the land bank in 1988 at a cost of \$567,200. The majority of this cost was funded through the Public Reserve Trust Fund, reserve dedication, and Community Recreation/Cultural (CRC) grant program. The balance of the funding is included in the Five-Year Capital Plan.

An overall Development Plan for the site was completed and approved by City Council in March 1990. The plan provides an overall planning framework for the

development of the whole site over the next ten to fifteen years. Individual components of the plan will only be developed as and when funds are available through the budgeting process. The components of the plan closely follow the standards outlined in Section 4.3.1 above and include the following:

- A site for a public senior high school
- A site for a separate senior high school
- A future recreation complex including provision for a pool and twinned arena (medium/long term)
- Parking areas in conjunction with the above
- Four Class "B" fastball diamonds
- Four Class "A" sportsfields
- A 400m running track (joint development)
- Eight tennis courts
- Landscaping and trail systems

Only the northern portion of the site can presently be serviced without a major extension of the sanitary and storm sewer system through Anders Park to the west. Consequently, the first phase of development is planned directly adjacent to 32 Street and includes a 6.7ha site for a public high school and a 2.3ha recreation site. The City has agreed to front end servicing of this area and the high school is scheduled for construction in 1992/93. The development of the recreation site is included in the approved Five Year Capital Plan.

- The City should continue to support the phased development of the East Hill District Park in accordance with the approved Development Plan, subject to a detailed review of the costs relating to each phase of development and its inclusion in the capital budget.

4.3.6 NORTHWEST DISTRICT

The new Northwest District will be served by the proposed Northwest District Park as outlined in the revised Northwest Area Structure Plan. The plan makes provision for a district park site of approximately 11ha west of 64 Avenue and immediately south of 77 Street, as shown on Plans 3 and 4.

It is proposed that the district park site be acquired entirely through reserve dedication within the northwest area. This is possible due to the large industrial area to the west, where reserve will be deferred or taken as "money in lieu". The district park is planned to include a public school site and recreation facilities in accordance with the standards outlined in Section 4.3.1. However, no detailed planning has taken place as development in this area is only contemplated in the medium/long term.

- The City should continue to designate a site for a future district park within the Northwest Area Structure Plan to be acquired through reserve

dedication in the future. Development is only proposed in the medium/long term.

4.3.7 SOUTHEAST DISTRICT

The Southeast District is served by the Kinsmen Community Arenas and facilities within the Eastview Junior High and St. Thomas Aquinas schools and adjacent district park sites. The original Kin City arena was upgraded and expanded in 1988 to form the Kinsmen Community Arenas, a twin arena complex. The Michener Centre Pool is a major city level facility which also serves the population in this area.

The Eastview Junior High School is a community school which has been substantially modified for community use. Plans to develop a major multi-purpose hall adjacent to the school have been abandoned in view of the numerous other under-utilized facilities in the city.

The District Park for the Southeast District includes sites to the north and south of 39 Street. Facilities include five ball diamonds, three sportsfields, pre-school and elementary playgrounds, a community shelter, and multi-purpose pad/tennis courts. However, only limited tree planting and landscaping has been undertaken and a revised development plan is required.

- The City should prepare a revised development plan for the Southeast District Park making provision for improved site grading and landscaping.
- The Michener Centre Pool and Kinsmen Community Arenas should continue to serve as a district facility for the Southeast recreation district.

FACILITY TYPE		FACILITY: DISTRICT LEVEL			
DISTRICT LEVEL		NORTH DISTRICT	CENTRAL DISTRICT	WEST DISTRICT	SOUTHEAST DISTRICT
		G.H. Dawe District Park	Central District Park	West Park District Park	Morrisroe District Park
	Amphitheatre/Bandstand				
	Arena	●			
	Art Gallery				
	Arts & Crafts Facility	●	●	●	
	Ball Diamond: Class "A"				
	Class "B"	2			
	Class "C"	1			
	Bicycle Motocross (BMX) Track				
	Boating/Canoeing/Launching Facility				
	Bowling Alley				
	Campground				
	Cemetery				
	Clubhouse				
	Coliseum				
	Community Hall				
	Community Shelter	●			
	Court Facility				
	Curling Rink				
	Dance Studio	●			
	Day Care Centre				
	Equestrian Facilities				
	Exhibition Facility				
	Fishing Pond				
	Fitness Centre				
	Gardens				
	Golf Facility: 18 hole course				
	9 hole course				
	driving range				
	Gymnasium	2	●	●	2
	Heritage Site				
	Horseshoe Facility				
	Lawnbowling Facility				
	Library	●	●	●	●
	Meeting Room	●	●	●	●
	Model Airplane Facility				
	Motocross Track				
	Multicultural Centre				
	Museum/Interpretive Centre				
	Music Rehearsal/Teaching Facility	●	●	●	●
	Parking	●	●	●	●
	Participark				
	Performing Arts Facility				
	Picnic Grounds				
	Playgrounds: special	●			
	pre-school				
	elementary	3	●	2	4
	Rollerskating Rink				
	Running Track				
	School: Public Elementary	●			
	Public K-9				
	Public Junior High		●	●	
	Public Senior High				
	Separate Elementary	●			
	Separate K- 9				
	Separate Junior High	●			
	Separate Senior High				
	Special				
	Senior Citizen's Centre				
	Shuffleboard Facility				
	Skateboard Park				
	Skating Pond				
	Skating Rink	2	●		
	Skiing Facility				
	Snowmobile Area/Access				
	Speedskating Oval				
	Sportsfield: Class "A"	●	●	●	●
	Class "B"	●	●	●	●
	Class "C"	●	●	●	●
	Stadium				
	Swimming/Wading Pool				
	Tennis Court	2			
	Trail				
	Washroom/Warming Hut				

FIGURE 17
EXISTING FACILITIES
DISTRICT LEVEL

4.4 NEIGHBOURHOOD LEVEL FACILITIES

Neighbourhood level facilities are those which serve local neighbourhoods on a day-to-day basis including: neighbourhood parks, playgrounds, and sportsfields. It is recognized that open space and community facilities play a major role in creating a distinct "neighbourhood identity".

In the past, neighbourhoods were planned at a size of one quarter section of 65ha (160 acres) with a population of 2,500 to 3,000 persons (e.g. Sunnybrook, Mountview, and Clearview Meadows). More recently, however, neighbourhood boundaries have been extended to include up to four quarter sections (e.g. Deer Park, Anders Park). In these cases it is recommended that the planning of open space and community facilities continue to be based on the neighbourhood unit of one quarter section. Thus, Deer Park would include four distinct neighbourhood units within its overall neighbourhood boundaries.

Neighbourhood level facilities have been evaluated in detail and the following sections of the plan include revised standards and recommendations for existing facilities. A detailed inventory of neighbourhood level facilities is shown in Figure 17.

- The City should plan new neighbourhood level facilities based on neighbourhood units of one quarter section with a population of 2,500 to 3,000 persons.

4.4.1 NEIGHBOURHOOD LEVEL STANDARDS

Land for neighbourhood level facilities is generally obtained through the dedication of Municipal and Environmental Reserve. Developers may be required to set aside 10% of their development area as Municipal Reserve and a higher proportion if residential densities exceed certain levels. Consequently, within a neighbourhood unit of 65ha, the required reserve dedication will be approximately 6.5ha.

A detailed review of neighbourhood standards continues to support the need for a conveniently located neighbourhood school/park site of at least 5.1 ha (12.5 acres). In most cases, the park will include a school site of either 1.2ha or 1.4ha. Where no school site is required, provision is made for additional recreational facilities. It is proposed that the balance of the Municipal Reserve allocation be utilized for park linkages and passive parkettes. Landscape buffers and berms along major arterial roads are accommodated within the road allowance as part of the road dedication. It is therefore recommended that, in general, the 10% Municipal Reserve within neighbourhood units be allocated as follows:

- Neighbourhood school/park site	-	5.1 ha
- Neighbourhood linkages	-	0.4 ha
- Passive parkettes	-	<u>1.0 ha</u>
Total	-	6.5 ha

In some cases, additional Municipal Reserve may be required due to the shape, vegetation, or topography of the subdivision. In these cases the City should endeavour to have the developer voluntarily provide additional land or purchase additional land, through the public reserve trust fund.

In addition to the provision of Municipal Reserve for parks and recreation facilities, it is recommended that the outlying plans for each neighbourhood unit include the following sites for community service facilities:

- Two sites of 0.12ha (0.3 acres) for the possible development of social care residences. These sites should be included in the outline plan and retained for a minimum of six months following servicing. Thereafter, these sites could be utilized for conventional residential development. Due to additional parking requirements, these sites should be located close to collector roads and sites on culs-de-sac should be avoided.
- One site of 0.12ha (0.3 acres) for the possible development of a private or public day care facility. This site should be located adjacent to the major neighbourhood park and have easy access to major collector roads. The site should be included in the initial outline plan and subdivided accordingly.

An inter-departmental task force was established to review the provision of facilities within each neighbourhood school/park site. The revised facilities standards are illustrated in Figure 18 and may be summarized as follows:

- 1 - School building site.
This site shall be 1.2ha in size to accommodate a proposed elementary school or 1.4ha to accommodate a middle or junior high school.
- 1 - Elementary playground
- 1 - Pre-school playground
- 1 - Sliding hill
- 1 - Class "B" fastball diamond (non-overlapping)
- 1 - Class "A" sportsfield (non-overlapping)
- 1 - Community shelter approximately 93m² - 163m² in size to accommodate rink, skate change in winter and playground activity in summer. Where no school is planned in a neighbourhood, the City should support and make provision for the construction of an enhanced community shelter on the site.
- 1 - Site for a multi-purpose pad complete with lighting including two tennis courts and an area for volleyball, basketball, and tether ball to be converted into a hockey rink in winter.
- 1 - Skating rink with lighting

- 1 - Park entrance sign to City standards
 - Landscaping including grading, drainage, seeding, and perimeter and cluster tree planting
 - A 1.5m wide shale trail system planned to link with the City's overall trail network
 - Park furniture including City standard benches, picnic tables, and garbage receptacles

The East Hill Servicing Study recommends that a series of detention ponds be developed throughout the East Hill area in order to reduce future stormwater management costs. Detention ponds will in general be located on Public Utility Lots but may be permitted to extend onto neighbourhood parks under certain circumstances. It is recommended that no more than 1.0ha (2.5 acres) of a neighbourhood park be utilized for this purpose, subject to an acceptable layout and design. The need for detention facilities should not result in an inconvenient location for the neighbourhood park.

It is recommended that the development of neighbourhood parks continue to be funded through a recreation levy assessed against the developer. The recreation levy rate is calculated by dividing the estimated cost of developing the neighbourhood school/park site by the "developable area" within the neighbourhood unit. The "developable area" of the neighbourhood unit is defined as the total area less arterial road widening, Municipal Reserve, Environmental Reserve, and land designated for commercial or industrial purposes. This "user pay system" has worked very well in Red Deer for the past twenty years. Any change to this policy requiring funding through the tax levy would detrimentally affect existing residents who have in fact already "paid" for the facilities in their neighbourhood.

In accordance with the City's outline plan and subdivision guidelines, no more than 50% of a neighbourhood should be subdivided without substantial portions of the neighbourhood park being dedicated as Municipal Reserve. The Standard Development Agreement (as amended from time to time) requires that a recreation levy be collected for the purposes of neighbourhood park development. In the past, this levy has been utilized by both the City and developers for developing neighbourhood park and outdoor recreation facilities. All park development should proceed in accordance with City park standards.

- The outline plans for neighbourhood units shall normally include a minimum 10% Municipal Reserve dedication. The Municipal Reserve shall provide for a conveniently located neighbourhood school/park site of a minimum size of 5.1ha (12.5 acres), open space linkage, and parkettes.
- The outline plan for neighbourhood units shall make provision for two sites of 0.12ha (0.3 acres) for the possible development of social care residences and one site of 0.12ha (0.3 acres) for the possible development of a public or private day care facility.

- The City should attempt to achieve the facility standards for neighbourhood school/park sites as outlined on pages 77 and 78, and illustrated in Figure 18.
- The City should permit up to 1.0ha (2.5 acres) of neighbourhood school/park sites to be utilized for stormwater detention purposes subject to an acceptable layout and design.
- The development of neighbourhood parks should continue to be funded through a recreation levy assessed against the developer. The cost of these facilities should be reviewed annually to ensure that sufficient funds are set aside to complete facility development. Accumulated funds should be invested by the City and the interest should be applied to the recreation levy account.

4.4.2 EXISTING NEIGHBOURHOOD LEVEL FACILITIES

There are 49 neighbourhood level facilities in the city as outlined in Figure 18. These range from large neighbourhood parks of up to 6ha (15 acres) to small parkettes with limited playground facilities.

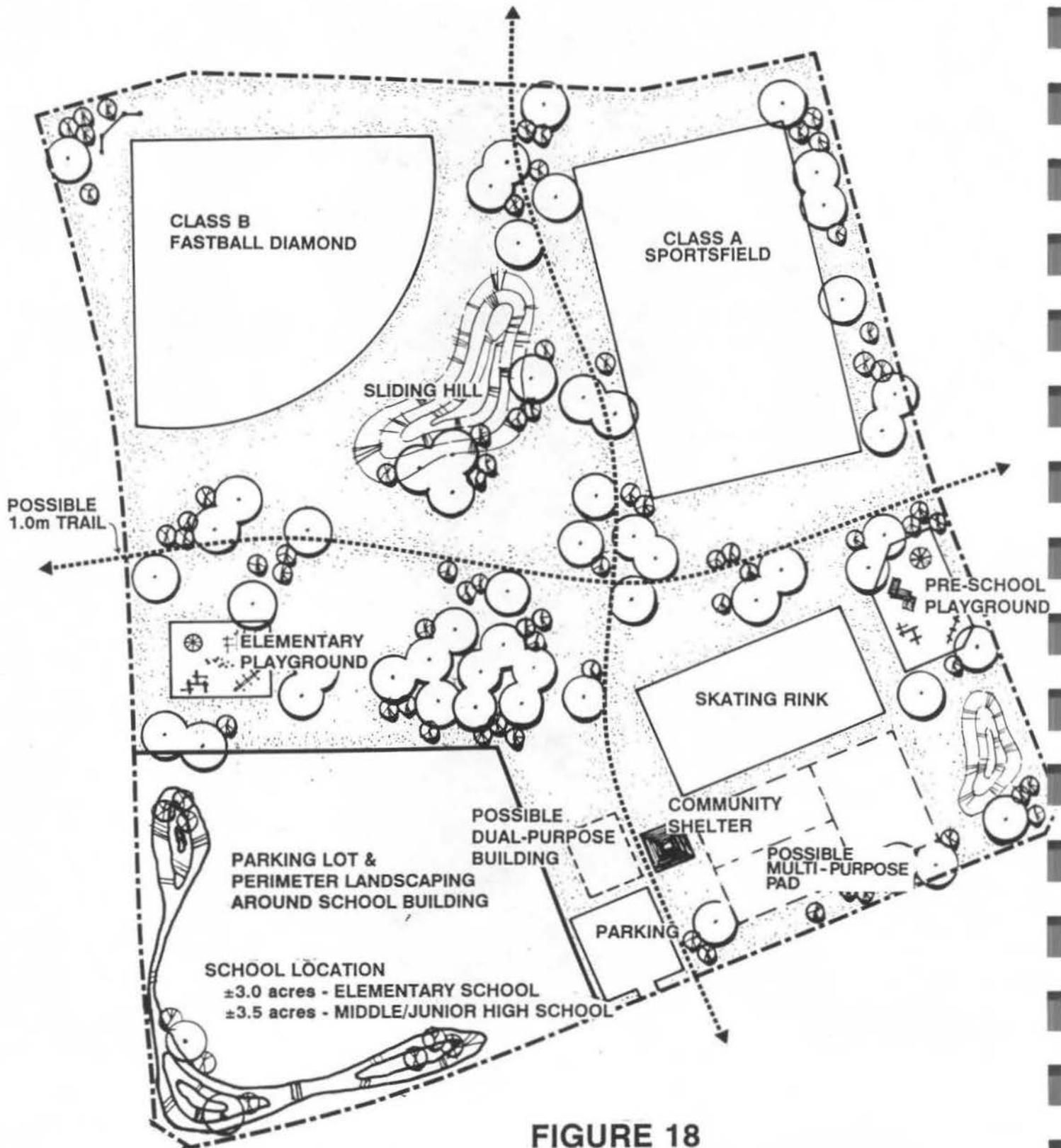
The neighbourhood parks are at various levels of development and very few include the full range of facilities outlined in the development standards. New neighbourhood parks are largely funded through the Recreation Levy and include a full range of facilities. However, it would not be financially feasible for the City to upgrade all facilities to the new standards.

The City's present policy has been to encourage community groups to raise funds for the preparation of detailed development plans and the development of enhanced facilities. This has been most successful over the last five years when community groups have been able to access funds through the provincial Community Recreation/Cultural (C.R.C.) Grant program and the Community Facility Enhancement Program (C.F.E.P.). Local volunteers have also been involved in the construction of neighbourhood park facilities under the supervision of the Parks Department. One of the major deficiencies in neighbourhood park development has been the lack of landscaping and tree planting. This has been as a result of a strong emphasis on playground and facility development as opposed to developing the passive aspects of the parks. This has been largely resolved in more recent park development where more funds have been allocated towards landscaping. However, a number of older neighbourhood parks are very barren and priority should be given to enhancing the landscaping.

The upgrading of neighbourhood parks has largely been on an ad hoc basis depending on interest from local community groups. However, there is a need to address this issue on a more comprehensive basis and prioritize the park areas which are greatest need of upgrading. It is proposed that the Parks

Department review all neighbourhood park sites and include recommendations for maintenance and upgrading in the division's Facilities Management/Maintenance Plan.

- The City should continue to encourage community groups to raise funds for the preparation of detailed development plans and the development of enhanced facilities in neighbourhood parks.
- The City should give a high priority to upgrading landscaping and tree planting on certain older neighbourhood park sites where only limited landscaping was undertaken.
- The Parks Department should review all neighbourhood park sites and include recommendations for maintenance and upgrading in the division's Facilities Management/Maintenance Plan.



**FIGURE 18
NEIGHBOURHOOD PARK
CONCEPT**

FACILITY TYPE	FACILITY:	
	NEIGHBOURHOOD LEVEL	NEIGHBOURHOOD LEVEL
Amphitheatre/Bandstand		
Arena		
Art Gallery		
Arts & Crafts Facility		
Ball Diamond: Class "A"		
Class "B"		
Class "C"		
Bicycle Motocross (BMX) Track		
Boating/Canoeing/Launching Facility		
Bowling Alley		
Campground		
Cemetery		
Clubhouse		
Coliseum		
Community Hall		
Community Shelter		
Court Facility		
Curling Rink		
Dance Studio		
Day Care Centre		
Equestrian Facilities		
Exhibition Facility		
Fishing Pond		
Fitness Centre		
Gardens		
Golf Facility: 18 hole course		
9 hole course		
driving range		
Gymnasium		
Heritage Site		
Horseshoe Facility		
Lawnbowling Facility		
Library		
Meeting Room		
Model Airplane Facility		
Motocross Track		
Multicultural Centre		
Museum/Interpretive Centre		
Music Rehearsal/Teaching Facility		
Parking		
Participark		
Performing Arts Facility		
Picnic Grounds		
Playgrounds: special		
pre-school		
elementary		
Rollerskating Rink		
Running Track		
School: Public Elementary		
Public K-9		
Public Junior High		
Public Senior High		
Separate Elementary		
Separate K- 9		
Separate Junior High		
Separate Senior High		
Special		
Senior Citizen's Centre		
Shuffleboard Facility		
Skateboard Park		
Skating Pond		
Skating Rink		
Skiing Facility		
Snowmobile Area/Access		
Speedskating Oval		
Sportsfield: Class "A"		
Class "B"		
Class "C"		
Stadium		
Swimming/Wading Pool		
Tennis Court		
Trail		
Washroom/Warming Hut		

FIGURE 19A
EXISTING FACILITIES
NEIGHBOURHOOD LEVEL

4.5 FACILITY MANAGEMENT AND MAINTENANCE

The Community Services Division is responsible for the operation and maintenance of 66 buildings with a value of over \$30 million. In the past, too much emphasis has been placed on new facility development, without providing sufficient resources for the adequate maintenance of existing facilities. Consequently, the division is responsible for a large aging building "stock" which is deteriorating fairly rapidly.

In 1990, the division prepared a 10-Year Facilities Management/Maintenance Plan, which was approved by City Council as a "working document". The plan includes buildings and facilities in the following categories which relate to the City's budgeting process:

- Recreation & Culture Department Facilities
- Waskasoo Park Facilities
- Social Planning Department Facilities
- Parks Department Facilities
- Other Community Services Facilities

The management/maintenance of each facility is analyzed under the following three categories:

- Capital Improvements and Renovations:

This category includes only those activities and expenditures that upgrade or change the use of a facility.

- Building Maintenance and Construction:

This category deals with repairs and replacement of major building components and systems, due to natural aging, faulty design, construction, or maintenance problems.

- Furnishings and Equipment:

This category includes the orderly replacement of furnishings, mechanical equipment, audio/visual equipment, and other maintenance equipment.

The majority of facilities analyzed are buildings. However, major capital maintenance of outdoor recreation facilities such as the Legion Track, Recreation Centre Outdoor Pool, Rotary Recreation Park and Great Chief Park have also been included. It is ultimately proposed to include all park facilities within the plan, although maintenance costs for many of these are generally fairly stable and do not vary significantly from year to year.

The Facilities Management/Maintenance Plan shows the total costs associated with properly maintaining the city's existing community service facilities. Because funding over the last ten years has not been adequate, the maintenance costs in the first five years are considerably higher than in the years following. The projected costs for the years 1991-1995 are shown in Figure 20.

FIGURE 20
FACILITIES MANAGEMENT/MAINTENANCE
PROJECTED 5-YEAR COSTS: 1991-1995
 (1990 dollars in thousands)

FACILITIES	1991	1992	1993	1994	1995
■ Rec. & Culture Dept.	1,544.2	599.7	663.1	1,272.5	428.4
■ Waskasoo Park	72.9	162.2	95.3	34.9	47.8
■ Social Planning Dept.	12.1	20.6	18.6	18.7	14.6
■ Parks Department	1.3	1.0	0.0	8.0	1.0
■ Other Comm. Services	84.3	1,489.0	1,202.8	152.3	115.3
■ TOTAL	1,714.8	2,272.5	1,979.8	1,486.4	607.3

The management/maintenance and upgrading of community services facilities in Red Deer is funded in a variety of ways. These include:

- City tax levy (annual operating budget)
- City AMPLE grants (one-time operating budget allocations)
- Community Facility Enhancement Program (C.F.E.P.)
- Community Recreation/Cultural (C.R.C.) Grant Program
- Waskasoo Park Operating Grant (incl. operating surplus)
- Other grants or donations from service clubs, local groups, and provincial agencies (e.g., Red Deer Community Foundation, Waskasoo Museum Foundation, Red Deer Heritage Fund, Alberta Historical Resources Foundation, Recreation Parks & Wildlife Foundation, Wild Rose Foundation).

Based on experience during the last five years, it is estimated that the direct financial impact to the City of implementing the Management/Maintenance plan will be approximately \$1.0 million per annum (1990 dollars) as outlined in Figure 21.

FIGURE 21
FACILITIES MANAGEMENT/MAINTENANCE
DIRECT CITY COSTS: 1991-1995
 (1990 dollars in thousands)

	1991	1992	1993	1994	1995
▪ Projected Costs	1,714.8	2,272.5	1,979.8	1,486.4	607.3
LESS					
▪ Waskasoo Park Funding ¹	72.9	162.2	95.3	34.9	47.8
▪ Projected Grants/ Donations ²	656.8	840.1	748.6	580.6	223.8
▪ DIRECT CITY COSTS	985.1	1,260.2	1,122.9	870.9	335.7

Notes:

1. It is assumed that all Waskasoo Park costs will be funded through the Waskasoo Park Operating Grant and operating surplus.
2. It is assumed that grants and donations will comprise 40% of the projected costs (excluding Waskasoo Park).

In order to provide additional funding for facility maintenance, City Council adopted a five-year moratorium on new capital facility development for community services, excluding projects which show high cost benefits and projects outlined in the City's approved 1991-1995 Five-Year Capital Plan. The only major community services projects outlined in the Five-Year Capital Plan are the library expansion project and Phase I of the new district park facility on the East Hill in conjunction with the proposed new high school.

- The Division should maintain a 10 year Facility Management/Maintenance Plan, which should be updated annually and presented to City Council prior to the annual budget deliberations.
- The City should endeavour to allocate a sum of approximately \$1.0 million dollars per annum (1990 dollars) towards the management/maintenance of existing community service facilities.
- The City should maintain a moratorium on new capital facility development for community services for the period 1991-1995, excluding projects which show high cost benefits and projects outlined in the City's approved 1991-1995 Five-Year Capital Plan.

**PLAN 4: FACILITIES
LEGEND:**

○ CITY LEVEL

- 1 River Bend Golf Course and Recreation Area
- 2 Three Mile Bend
- 3 Pines Escarpment
- 4 Riverside Park
- 5 McKenzie Trail Recreation Area
- 6 Gaetz Lakes Sanctuary
- 7 Red Deer Cemetery
- 8 Alto Reste Cemetery
- 9 Lions Campground
- 10 Highland Green Escarpment
- 11 Gaetz Park
- 12 Snell Gardens
- 13 South Bank Trail
- 14 Great West Adventure Park
- 15 Bower Ponds
- 16 Great Chief Park
- 17 Red Deer Golf & Country Club
- 18 Maskepetoon Park
- 19 Heritage Ranch
- 20 Fort Normandeau
- 21 Memorial Centre/Festival Hall
- 22 Camille J. Lerouge High School Site
- 23 Red Deer Day Care Centre
- 24 Lindsay Thurber Comprehensive High School Site
- 25 Galbraith Park
- 26 Stephenson Park
- 27 Woodlea Park
- 28 Michener Centre
- 29 Community Services Centre
- 30 Library (Red Deer Public)
- 30 Court House Community Arts Centre
- 30 City Hall Park
- 31 Coronation Park
- 32 Victory Park
- 33 Golden Circle Seniors Centre
- 33 Recreation Centre
- 33 Rotary Recreation Park
- 33 Museum and Archives
- 34 Barrett Park
- 35 Arena
- 35 Kinex Arena
- 35 Curling Rink
- 36 Piper's Mountain
- 36 Rotary Picnic Park
- 37 A.C.R. Trail
- 38 Kin Canyon
- 39 Bower Woods
- 40 Red Deer College
- 41 Bower Natural Area
- 42 Westerner Park
- 43 Westerner Natural Area
- 44 Landfill Site

⬡ DISTRICT LEVEL

- NORTH DISTRICT
1. G.H. Dawe District Park

- CENTRAL DISTRICT
2. Central District Park

- WEST DISTRICT
3. West Park District Park

- SOUTHEAST DISTRICT
4. Morrisroe District Park

- NORTHWEST DISTRICT
- A. Northwest District Park

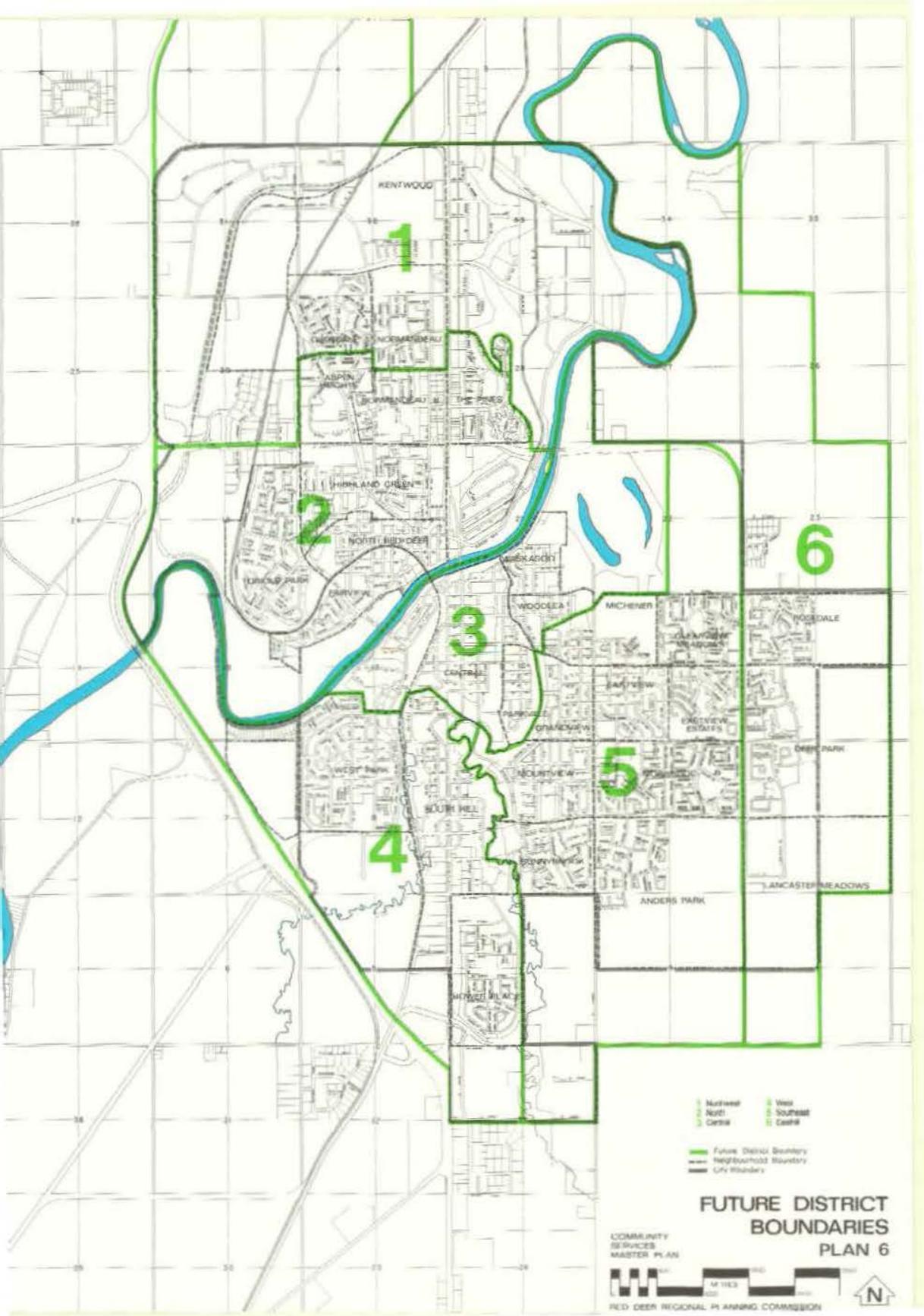
- EAST HILL DISTRICT
- B. East Hill District Park

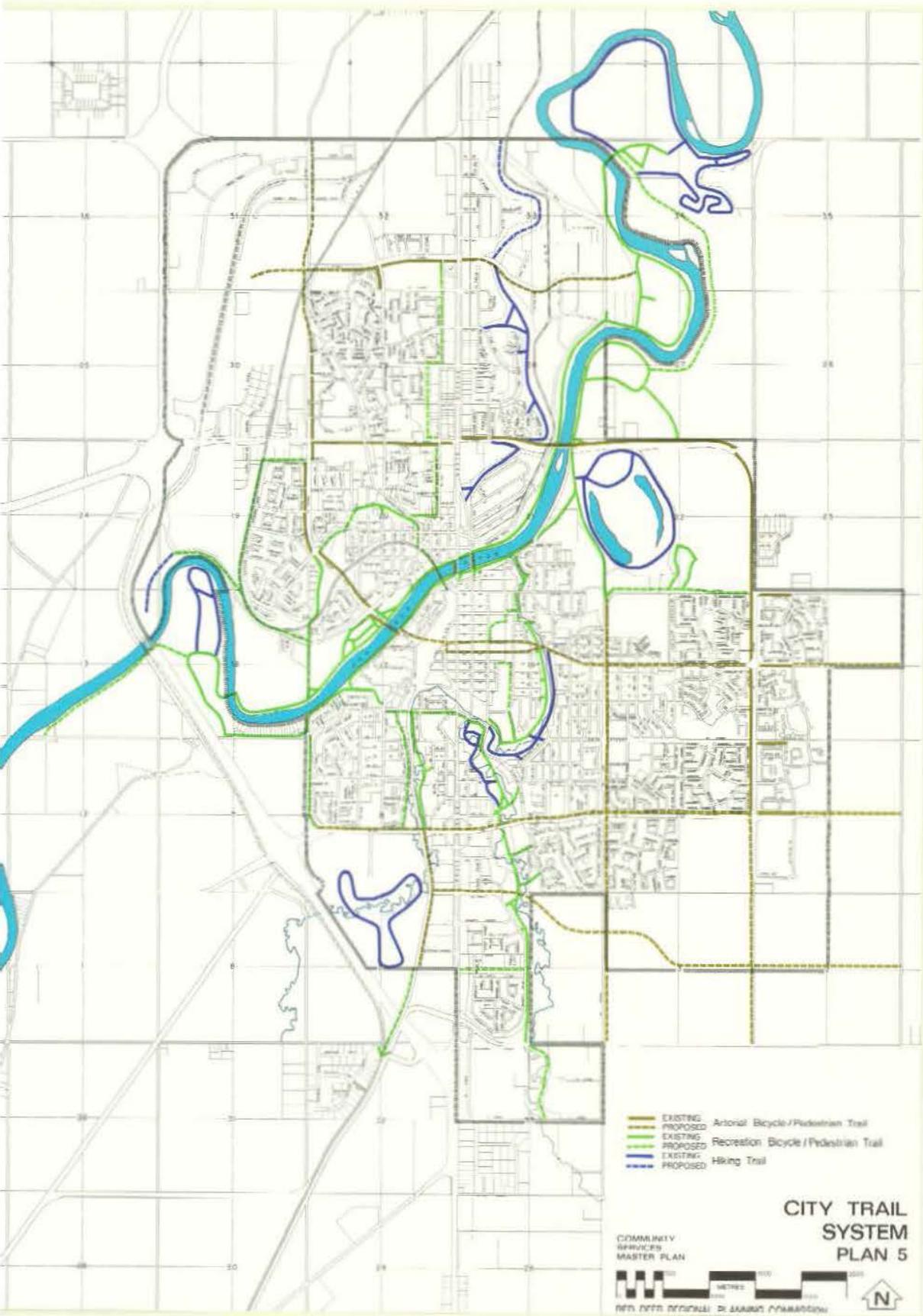
□ NEIGHBOURHOOD LEVEL

- NORTH DISTRICT
- Kentwood**
1. Kovac Park
- Glendale**
2. Glendale Neighbourhood Park
 3. Gish Street Park
 4. Glendale Natural Area
 5. Gordon Street Park
- Normandeau**
6. Normandeau Neighbourhood Park
 7. Nash Park
- Aspen Heights**
8. Aspen Heights Neighbourhood Park
 9. Mustang Acres Park
- Pines**
10. Pines Neighbourhood Park
- Highland Green**
11. Highland Green Neighbourhood Park
- Montfort Park**
12. Montfort Park
- Orlolo Park**
13. Oak Neighbourhood Park
- Oleander Neighbourhood Park**
14. Oleander Neighbourhood Park
- Overdown Park**
15. Overdown Park
- North Red Deer**
16. Pearson Park
 17. North Red Deer Neighbourhood Park
- Riverview Avenue Park**
18. Riverview Avenue Park
- Convent Park**
19. Convent Park
- Fairview**
20. Burnt Lake Park
 21. Fairview Neighbourhood Park

- CENTRAL DISTRICT
- Waskasoo**
22. River Glen Park
 23. Waskasoo Playground
- Woodlea**
24. Woodlea Neighbourhood Park
- Central**
25. South School Park
- Parkvale**
26. Parkvale Playground
- WEST DISTRICT
- West Park**
27. St. Martin de Porres Park
 28. West Park Neighbourhood Park
- South Hill**
29. South Hill Neighbourhood Park
- Bower Place**
30. Bower Place Neighbourhood Park

- SOUTHEAST DISTRICT
- Michener**
31. Michener Neighbourhood Park
 32. Ziggurat Park
- Clearview Meadows**
33. Clearview Neighbourhood Park
- Rosedale**
34. Reeves Park
 35. Rowntree Park
 36. Rosedale Neighbourhood Park
- Grandview**
37. Grandview Neighbourhood Park
- Eastview**
38. Hillboro Park
 39. Eastview Neighbourhood Park
- Eastview Estates**
40. Eastview Estates Neighbourhood Park
- Everitt Park**
41. Everitt Park
- Deer Park**
42. Dawson Neighbourhood Park
 43. Denovan Park
- Douglas Neighbourhood Park**
44. Douglas Neighbourhood Park
- Mountview**
45. East Mountview Park
 46. Mountview Neighbourhood Park
- Morrisroe**
47. McLean Neighbourhood Park
- Sunnybrook**
48. Sunnybrook Neighbourhood Park
- Anders Park**
49. Anders Neighbourhood Park

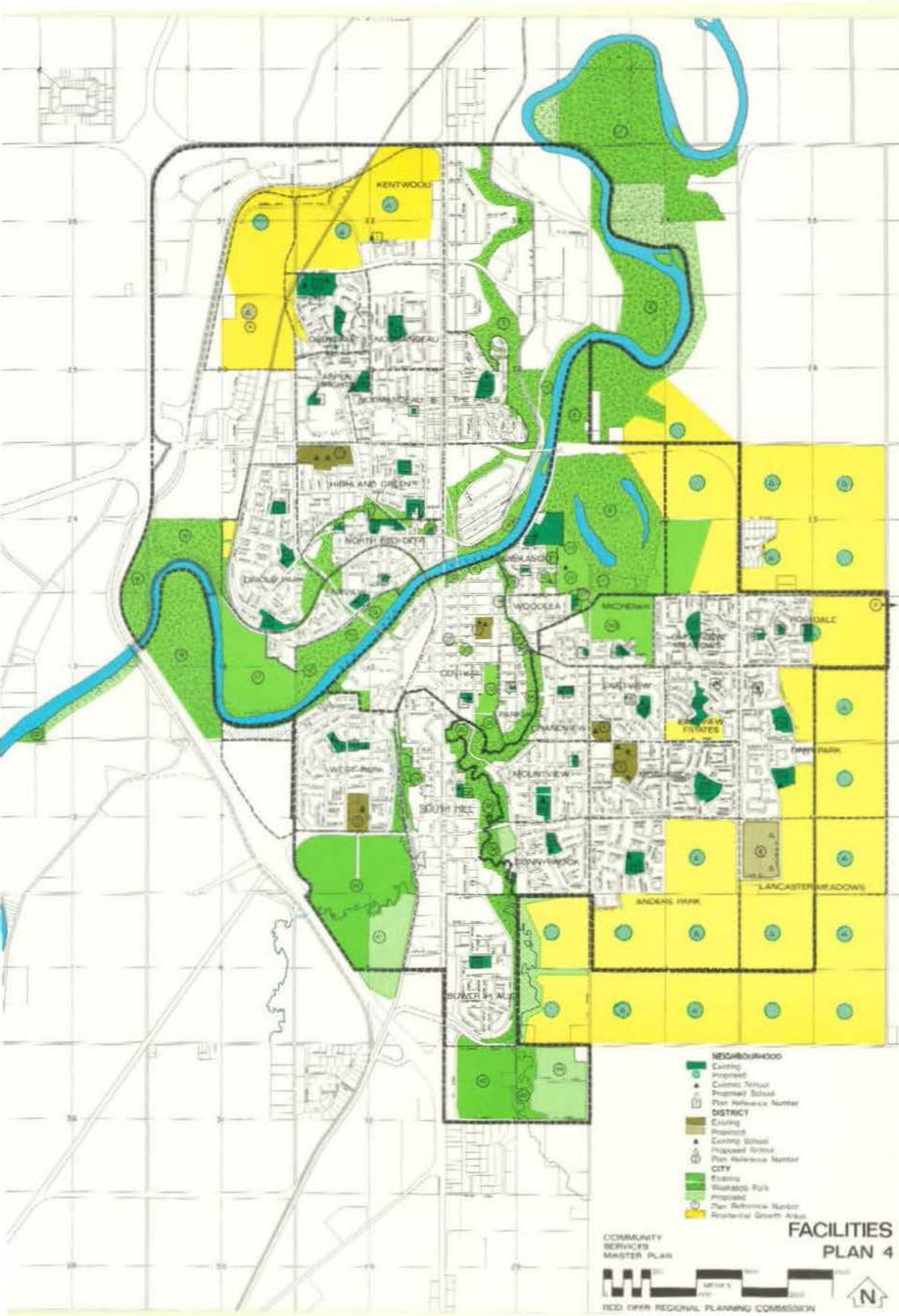




**CITY TRAIL
SYSTEM
PLAN 5**

COMMUNITY
SERVICES
MASTER PLAN





5.0
FACILITY TYPES

5.0 FACILITY TYPES

A "facility type" is a set of facilities that together satisfy a set of related community needs. This section describes the key types of facilities which exist in Red Deer or should be considered for development in the short, medium, or long-term.

5.1 OVERVIEW OF FACILITY TYPES

The various facilities that comprise a "facility type" may occur at the neighbourhood, district, or city level of service and may be City operated or operated by others. For example, a pool is a facility type which may provide district or city level service and be developed or operated by the City, another institution, or by private enterprise. In order to determine whether the various needs related to swimming are being met, the entire provision of swimming pools at all levels must be assessed. The analysis of facility types also includes facilities which presently do not exist in Red Deer and may merit development during the term of this Master Plan.

The analysis of each facility type is designed to determine:

- The role of the City's Community Services Division in regard to the facility type.
- The standard of provision.

The Community Services Master Plan must outline whether the City is to develop a facility at all or whether the City should develop the facility independently, jointly with others, or only play a facilitation role. If provision of a facility type is considered appropriate the extent and location should then be determined.

A number of considerations are important in determining roles and standards for the City. However, no single approach is appropriate for all facilities. Each must be judged on its own merit and certain factors must weight more heavily depending on the individual circumstances. The following four basic considerations were involved in the analysis of facility types.

- Identified Need

The evaluation of each facility type should firstly consider need. Community need has been based on a number of surveys undertaken by the Recreation & Culture, Parks, and Social Planning Departments. Participation rates in all existing facilities are carefully monitored on an ongoing basis, in order to project the demand for new facilities. In addition, the experience of communities outside of Red Deer has been utilized to help determine whether Red Deer's current population would support a new facility.

- Community Resources

The evaluation of each facility type should consider all available community resources. Consequently all existing facilities have been analyzed including those provided by the City, institutions, agencies, and private operators.

- Fiscal Considerations

The evaluation of each facility type should consider all fiscal considerations. Consequently, the capital, operation and maintenance cost of all facilities have been analyzed in relation to the Division's overall budget and capital plan.

- Policy Considerations

The evaluation of each facility type should consider relevant City policy considerations. Consequently, the recommendations are based on the Division's policies relating to issues such as service delivery, environmental preservation, contracting out, volunteerism, sponsorship, etc.

5.2 ANALYSIS OF FACILITY TYPES

The following facility types have been analyzed and listed below in alphabetical order.

	<u>Section</u>
Amphitheatre/Bandstand	5.2.1
Arena	5.2.2
Art Gallery	5.2.3
Arts & Crafts Facility	5.2.4
Ball Diamond	5.2.5
Bicycle/Motocross (BMX) Track	5.2.6
Boating, Canoeing and Launching Facility	5.2.7
Bowling Alley	5.2.8
Campground	5.2.9
Cemetery	5.2.10
Clubhouse	5.2.11
Coliseum	5.2.12
Community Hall	5.2.13
Community Shelter	5.2.14
Court Facility	5.2.15
Curling Rink	5.2.16
Dance Studio	5.2.17
Day Care Centre	5.2.18
Equestrian Facility	5.2.19

Exhibition Facility	5.2.20
Fishing Pond	5.2.21
Fitness Centre	5.2.22
Gardens	5.2.23
Golf Facility	5.2.24
Gymnasium	5.2.25
Heritage Site	5.2.26
Horseshoe Facility	5.2.27
Lawnbowling Facility	5.2.28
Library	5.2.29
Meeting Room	5.2.30
Model Airplane Facility	5.2.31
Motocross Track	5.2.32
Multicultural Centre	5.2.33
Museum/Interpretive Centre	5.2.34
Music Rehearsal/Teaching Facility	5.2.35
Parking	5.2.36
Participark	5.2.37
Performing Arts Facility	5.2.38
Picnic Grounds	5.2.39
Playgrounds	5.2.40
Roller Skating/Roller Blading Rink	5.2.41
Running Track	5.2.42
School	5.2.43
Senior Citizen's Centre	5.2.44
Shuffleboard Facility	5.2.45
Skateboard Park	5.2.46
Skating Pond	5.2.47
Skating Rink (Outdoor Ice)	5.2.48
Ski Hill/Trail/Jump	5.2.49
Snowmobile Area/Access	5.2.50
Speedskating Oval	5.2.51
Sportsfield	5.2.52
Stadium	5.2.53
Swimming/Wading Pool	5.2.54
Tennis Court	5.2.55
Trail	5.2.56
Washroom/Warming Hut	5.2.57

5.2.1 AMPHITHEATRE/BANDSTAND

Amphitheatres are large outdoor areas specifically designed for major spectator events and may include temporary or permanent seating and stage facilities. Bandstands are outdoor platforms for small performances or concerts and are usually located in a park setting.

Two major natural amphitheatres were planned and developed as part of Waskasoo Park. The amphitheatre at Bower Ponds includes a permanent stage along the water and is used for a variety of events including the annual Folk Festival and family concerts. The basic landscaping has been completed for a larger amphitheatre on the west side of the south lake at the River Bend Golf Course & Recreation Area. However, this facility will not be available for use until a planned pavilion and other support facilities have been constructed. This will involve fairly substantial capital cost and completion is therefore only planned in the medium/long term depending on demand.

The only formal bandstand in Red Deer is the Rotary Bandstand adjacent to the Golden Circle Seniors Centre. However, this facility was poorly designed and is rarely used. City Hall Park is often used for a variety of events including lunch hour concerts, and there have been periodic proposals to develop a more formal stage or bandstand in this location. However, the layout of City Hall Park can not accommodate major spectator events and the Towne Centre Association has been encouraged to develop a "performance plaza" elsewhere in the downtown.

- The City should maintain the amphitheatre and stage at Bower Ponds for major community events such as the annual Folk Festival.
- The City should consider the completion of the amphitheatre at the River Bend Golf Course & Recreation Area in conjunction with other family recreation facilities in the medium/long term.
- The City should not attempt further programming of the Rotary Bandstand in Rotary Recreation Park and consider the redevelopment of this area in the future.
- The City should support the Towne Centre Association in its attempts to develop a "performance plaza" or bandstand within the downtown, which could accommodate a wide range of activities.

5.2.2 ARENA

Arenas are multi-purpose facilities designed primarily for winter use as artificial ice arenas for hockey, ice skating, figure skating, ringette and broomball. *Summer* activities may include rollerskating, ball hockey and lacrosse as well as

exhibitions, concerts, and other cultural programs. These facilities range from basic activity centres to spectator arenas with bleachers which can accommodate competitive to professional calibre spectator events. For the purpose of this Master Plan, a large multi-purpose spectator arena/exhibition centre is defined as a coliseum (refer Section 5.2.11)

There are five major public arenas in Red Deer. These include the Red Deer Arena, the Kinex, the Dawe Arena, and the Kinsmen Community Arenas (a twin arena complex). The Red Deer Arena accommodate 2,288 persons in the stands whereas there is only limited spectator capacity at the other facilities.

The City has adopted a standard of attempting to provide an arena to serve each recreation district. The Red Deer Arena and the Kinex are both city level facilities. However, they also serve the Central and West Park recreation districts. The Dawe Arena primarily serves the North Hill recreation district whereas the Kinsmen Community Arenas serve the East Hill recreation district. Arenas are also proposed for development within the future district parks on the East Hill and the North West in the medium/long term. The City should consider the development of twin arenas in these locations due to potential savings in capital and operating costs.

- At the city level, the City should maintain the Red Deer Arena and the Kinex, which will also serve the central and West Park districts.
- At the district level, the City should attempt to achieve a standard of developing an arena within new district parks to serve each future recreation district. No new facilities should be developed until existing facilities are fully utilized.

5.2.3 ART GALLERY

An art gallery is a facility which provides for display and appreciation of art in its many forms i.e. painting, sculpture, ceramics, photography, graphics, etc.

There is no major single purpose art gallery in Red Deer. The Old Court House Community Arts Centre includes a small gallery managed by the Red Deer and District Allied Arts Council. High quality temporary gallery space is available in the Red Deer & District Museum and the Recreation Centre includes a small gallery space for community exhibits.

In 1983, the City entered into an agreement with the Red Deer College regarding the construction of a performing arts facility on the college site. Phase III of this facility, as described in the agreement, was proposed to include an arts gallery. This art gallery would provide a permanent home for the college art collection.

In 1986, the City undertook a Cultural Interest Study which recommended that the City give a high priority to the development of a community art gallery. Both the Downtown Plan and the 1986 Recreation, Parks and Culture Master Plan recommended that the City investigate the development of a community art gallery on the vacant site adjacent to the Old Court House Community Arts Centre.

The development of a community art gallery would be a major capital expenditure and it is unlikely that the City or the college will have sufficient financial resources to consider this project within the next five to ten years. However, it is considered that both projects have merit and should be considered in the future as and when funds are available. For example, a major community bequest for the development of an art gallery could alter priorities for either the college or the City.

- The City should continue to support the development of a future art gallery at the Red Deer College as Phase III of the performing arts centre. This facility should provide a permanent home for the college art collection and be available for community use.
- The City should retain the vacant site adjacent to the Old Court House Community Arts Centre for possible development as a community art gallery in the medium/long term.

5.2.4 ARTS AND CRAFTS FACILITY

An arts and crafts facility includes multi-purpose and/or single purpose craft areas to accommodate a variety of cultural programs. Multi-purpose craft areas usually include heavy tables and storage cupboards and sinks and accommodate a variety of activities such as painting, graphic arts, and ceramics. Single-purpose craft areas are special facilities such as photographic studios and dark rooms, home economics classrooms, industrial arts shops, and ceramics workshops.

There are numerous arts and crafts facilities located throughout the city. These may be classified as either "non-dedicated" if they are used by more than one group or "dedicated" if used exclusively by one organization. The 1986 Cultural Interest Study concluded that 87% of the Red Deer population participates in some form of arts or crafts activity and there are adequate facilities available.

At the city level, arts and crafts facilities are located in the Recreation Centre, the Michener Centre, and at the Red Deer College. "Dedicated" space for groups such as the Parkland Weavers and the Calligraphy Association is available at a reasonable rent within the Old Court House Community Arts Centre.

At the district level, single or multi-purpose craft facilities are located in most *high and junior* high schools. In addition, at the neighbourhood level, almost

every school includes a multi-purpose craft room. These facilities are available for community use in terms of a joint use agreement between the City and both school boards.

- At the city level, the City should maintain the craft facilities within the Old Court House Community Arts Centre and Recreation Centre, and endorse the practice of maintaining community access to the facilities within Michener Centre and Red Deer College.
- At the district and neighbourhood level, the City should ensure that arts and crafts facilities within schools are available to the community in terms of the joint use agreement.

5.2.5 BALL DIAMOND

Ball diamonds are fields developed specifically to accommodate baseball, T-ball, softball/fastball, and slo-pitch. As with sportsfields, these serve a variety of users ranging from beginner elementary school classes to adult competitive/spectator leagues.

Ball diamonds are built to accommodate various levels of users with differing needs. These are classified according to size and this directly affects the type of users that will play on the field. Three basic categories of facilities may be described as follows:

- Class 'A' Ball Diamonds

These are high quality baseball or fastball fields with a 32 ft. outfield distance primarily used for competitive and spectator adult events.

- Class 'B' Ball Diamonds

These are fastball or softball fields with a 275 ft. outfield serving adult recreational and Pee-wee/Bantam/Midget leagues.

- Class 'C' Ball Diamonds

These are small softball fields with a 200 ft. outfield suitable only for elementary school and Little League play.

The use of ball diamonds in the city has dramatically increased over the last decade. Participation in adult slo-pitch has increased five times and participation in fastball has more than doubled. Consequently a Sportsfield Needs Study undertaken in 1985 identified the demand for additional Class 'A' and Class 'B' ball diamonds. This recommendation was given a high priority in the approved 1986 Recreation, Parks & Culture Master Plan.

There are three Class 'A' ball diamonds in the city; two at Great Chief Park and one on a temporary site in Westerner Park. An additional Class 'A' baseball diamond is proposed for future development in the first phase of Maskepetoon Athletic Park.

There are 54 Class 'B' and 25 Class 'C' ball diamonds in the city. These are primarily located within neighbourhood and district park sites. The revised standards recommend the development of at least four Class 'B' ball diamonds within each district park and at least one Class 'B' ball diamond within each neighbourhood park. It is proposed that an additional Class 'B' ball diamond be considered within neighbourhood parks which do not include a school site.

- At the city level, the future development of Maskepetoon Athletic Park should make provision for one additional Class 'A' baseball diamond.
- At the district level, the City should attempt to achieve a standards of four Class 'B' fastball diamonds at each district park site.
- At the neighbourhood level, the City should attempt to achieve a standard of at least one Class 'B' fastball diamond at each neighbourhood park site. Where no school site is included provision may be made for two Class 'B' fastball diamonds.

5.2.6 BICYCLE MOTOCROSS (BMX TRACK)

Bicycle motocross (BMX) facilities are small areas with rugged humps and hollows, specifically designed as a challenge for youngsters on specially designed non-motorized trail bicycles.

In Red Deer, BMX activities have been accommodated at a special facility built at the Great West Adventure Park. The site is adequately accommodating the activity.

- The City should maintain the existing BMX track at Great West Adventure Park and monitor its use.

5.2.7 BOATING, CANOEING & LAUNCHING FACILITY

These are facilities which allow for canoeing and canoe and powerboat launching. Canoe launching facilities have been developed within Waskasoo Park, along the river, at Fort Normandeau, Great Chief Park, Great West Adventure Park, McKenzie Trail Recreation Area and River Bend. Canoeing is permitted at Bower Ponds, Three Mile Bend, and is proposed in the future at River Bend. However, canoeing is prohibited on the lakes at Heritage Ranch, McKenzie Trail Recreation Area, and within Gaetz Lakes Sanctuary.

The only powerboat access to the river within the city has been developed at Great West Adventure Park.

- The City should maintain the present canoe launching facilities within Waskasoo Park, and regularly maintain the access into the river channel.
- The City should encourage canoeing on Bower Ponds, Three Mile Bend and River Bend pond systems. However, canoeing on the more sensitive lake systems at Gaetz Lakes, McKenzie Trail Recreation Area and Heritage Ranch should be prohibited.
- The City should maintain the present powerboat launching site at Great West Adventure Park, and no additional powerboat facilities should be provided.

5.2.8 BOWLING ALLEY

A bowling alley is a single purpose facility, comprising a number of lanes for either five or ten pin bowling. The facility usually includes a concession and may include meeting rooms, game areas, and other recreation facilities.

The City is well served by two commercial facilities -- the Bowladrome and Riverside Bowl and Recreation. Consequently, in terms of the Division's service delivery policy, the City should not consider the development or operation of additional facilities.

- The City should not play a role in the provision of opportunities for bowling and should rely on commercial facilities operated by the private sector.

5.2.9 CAMPGROUND

A campground is a facility designed to provide overnight accommodation for trailers, recreation vehicles and/or tents. These may range from simple camping sites with no services to fully serviced campgrounds with paved sites, power and television connections, together with service buildings including washrooms, a laundry room, concession, and recreation facilities.

The Lions Campground, within Waskasoo Park, is the city's only camping facility. It includes 126 fully serviced and semi-serviced stalls which are very well utilized during the summer months. It is considered that there will be a need for additional camping facilities in the near future and land is available for expansion.

There has been an identified need for a primitive campground within Waskasoo Park to accommodate local youth groups for outdoor education programs. The proposed group picnic area at the McKenzie Trail Recreation Area could be considered for this purpose.

- The City should monitor the use of the Lions Campground and consider expansion at this site or at an alternate location.
- The City should continue to study alternatives for the development of a primitive campground in Waskasoo Park to accommodate outdoor education programs.

5.2.10 CEMETERY

A cemetery is a facility planned and designed to put to rest human bodies of the deceased. Regulations relative to the Red Deer cemeteries are outlined in the Cemeteries Act and the Cemetery Bylaw 2952/88/B-91.

The remaining capacity in the two cemeteries is extremely limited. All regular lots at the Red Deer Cemetery have been sold and only crematorium lots are available. Lots for regular burial, cremations, and columbarium niches are available at the Alto Reste Cemetery. Space is available to accommodate up to 2,000 lots which will only maintain a supply of lots for approximately 20 years or until the year 2010. This estimate is based on the following demographic assumptions and burial trends:

- Medium population growth scenario (refer Figure 5)
- A regular burial rate of 3.09 burials/1,000 population/year
- A cremation burial rate of .55 burials/1,000 population/year
- The rate of cremated remains burials will increase from 25% to 40% by 1995 based on western Canada trends.

In view of this limited capacity, it is considered that the cremations burials and columbarium niche placements should be marketed as a wise use of municipal land. In addition, the Parks Department should give high priority to the identification and planning for additional cemetery space either in the form of expansion or at a new location.

- The City should give a high priority to the identification and planning of additional cemetery space, either in the form of expansion or at a new location, in the short/medium term.
- The Parks Department should continue to operate and maintain the two cemeteries to existing standards.
- The Parks Department should promote and encourage crematorium burials and columbarium niche placements as a wise use of municipal land.

5.2.11 CLUBHOUSE

A *clubhouse* is defined as a facility owned or leased by a community services organization which is utilized exclusively or privately for its own use. The

features of the building would relate to the specific activity around which the organization is structured, but would generally include social space, meeting rooms, and storage.

There are numerous clubhouses in Red Deer including the Pioneer Lodge, the Boy Scouts Association, the Boys and Girls Club, German Canadian Club, the Elks Lodge, and the Aspelund Laft Hus. These range from completely privately owned facilities to clubhouses developed on land leased from the City at a nominal rate. Many groups are anxious to develop clubhouses, as they provide a presence in the community and increase independence and autonomy. However, groups often experience problems with the high cost of operation and ongoing maintenance.

The City has traditionally assisted organizations to construct clubhouses by leasing land at a nominal rate and, through limited capital grants through a variety of programs. It should be noted that Municipal Reserve land cannot be leased for private use and some degree of public access must be assured. The City does not have sufficient land or funds available to assist all community service organizations in this way. Consequently, there is a need to develop a clearly defined policy for evaluating requests, in order to ensure that all groups are treated fairly and equitably. In any evaluation, the advantages to the community at large should be considered the highest priority.

- The City should develop a policy for the evaluation of requests for assistance by community services organizations in the development of clubhouses. This policy should outline conditions for the lease of land and for direct financial assistance.

5.2.12 COLISEUM

A coliseum is a large multi-purpose spectator arena/exhibition centre, which can accommodate a large variety of recreation sports and cultural events, as well as provide a venue for major exhibitions. These may include rock concerts, hockey and basketball games, curling, ice shows, wrestling, boxing, rodeos, circuses and agricultural exhibitions.

The Red Deer Arena served as the City's major spectator arena since 1952. However, the facility is not very flexible and the need for a more modern sophisticated building was first identified in a report by the Red Deer Civic Centre Committee in December 1971. In 1981, the City commissioned a feasibility study for the construction of a coliseum at the new exhibition site, Westerner Park. The study was completed in 1982 and concluded that there was a market for the development of a coliseum in Red Deer with 5000 permanent seats and 2500 - 3000 temporary seats. It was noted that this capacity should be adequate until the year 2001 when the permanent seats should be increased to 6500 with a total capacity of 9500 persons. This capacity was expected to be sufficient to accommodate demand until the year

2021. Projections also indicated that the facility could operate with a modest operating deficit, provided that it was developed in conjunction with other exhibition facilities and utilized for major agricultural and trade shows.

The development of a coliseum was a major objective of the 1981 Recreation Master Plan and the 1986 Recreation, Parks & Culture Master Plan. However, it was noted that the construction of a coliseum was beyond the financial resources of the City, without major federal or provincial government assistance. Consequently the City and the Westerner Exposition Association submitted a series of briefs to the province outlining the need for a major multi-purpose building/exhibition centre to serve Central Alberta.

In 1988, the province announced support for the project in the sum of \$21 million dollars and a joint funding agreement between the City, the province, and the Westerner Exposition Association was approved in 1989. In terms of this agreement, the City is required to guarantee payment of "any and all operating costs of the centre in the event that such costs exceed the financial resources of the Westerner Exposition Association".

Detail planning commenced in 1989 and the facility was completed in 1991. The final design concept was to expand the existing Westerner Altaplex building to a total of 20,000 m² of exhibition space including a new pavilion (the Parkland Pavilion) and a multi-purpose spectator arena/exhibition area (the Centrium). The Centrium is the focus of the entire complex and can accommodate seating from 2000 up to 7500 in a variety of configurations. Arena seating includes 6000 fixed and movable seats with a potential expansion to 10,000 in the future. The Centrium is a state of the art facility which will serve the city's needs for at least the next 30 years.

The Centrium is operated by the Westerner Exposition Association as part of the total facilities at Westerner Park. However, the Centrium Management Board including Westerner and City representatives has been established to review management policy and the annual budget, and make recommendations to the partners. The objective of this board is to assist in developing a consensus between the City and the Westerner during the initial years of operation.

- The City should support the Westerner Exposition Association in the operation of the Centrium at Westerner Park and continue to guarantee payment of any operating deficits as required in accordance with the funding agreement with the province.

5.2.13 COMMUNITY HALL

A community hall is a multi-purpose facility which usually includes a large meeting/dining area and stage together with kitchen and bar facilities. These are primarily used for social activities, banquets, dances, and receptions, as well

as public meetings and performances. They may range from basic facilities within recreation centres to commercial facilities with high quality decor.

There are a large number of community hall type facilities in Red Deer which are operated by service clubs, non-profit societies, and the private sector. These include the Elks Club, the Golden Circle Seniors Centre, the Memorial Festival Hall, Highland House, as well as facilities at Westener Park and in a number of hotels. At the district and neighbourhood level, basic facilities are provided within schools for certain limited functions.

During the preparation of the 1986 Master Plan, considerable public input was received regarding the need for a large licensed community hall to accommodate a variety of events which could not be accommodated in schools or commercial facilities. A typical example would be a multicultural evening in which the ethno-cultural groups provided their own food and drink. These activities can now be accommodated in the new Memorial Festival Hall in the Memorial Centre complex.

- The City should not be involved in the development or operation of community hall type facilities and should rely on facilities operated by service clubs, non-profit societies, and the private sector.
- At the district and neighbourhood level, the City should ensure community access to social hall facilities within schools in terms of the joint agreement for facility use.

5.2.14 COMMUNITY SHELTER

A community or neighbourhood shelter is a basic facility in a neighbourhood park which provides washrooms, changing rooms, storage, and an open area suitable for a variety of programming needs.

There are at present 15 community shelters located in neighbourhood parks throughout the city. The present standard is for the City to develop a basic community shelter of approximately 93m² in each neighbourhood park, with the possibility of an additional 70m² of space accommodating dressing rooms and storage. All new neighbourhood park facilities, including the shelter, are funded through a recreation levy assessed against the entire neighbourhood at the time of development. In neighbourhoods without schools, an enhanced shelter including a kitchen and larger meeting room is permitted provided that capital and operating costs are borne by a local community association or group.

A detailed evaluation of community shelters is included in the Division's Facility Management/Maintenance Plan. The majority of these facilities were found to be in fairly good condition. However, based on a detailed architectural evaluation it was recommended that major renovations to the West Park and North Red Deer shelters be undertaken in 1992 and funds for this purpose are

identified in the approved five year major capital plan. It was also found that renovation of the Grandview shelter would not be cost effective and it was recommended that this facility be completely replaced.

- The City should attempt to achieve a standards of developing one basic community shelter in each neighbourhood park, funded through the recreation levy.
- The City should support the construction of an enhanced community shelter, where no school is planned in the neighbourhood provided that additional construction and operating costs are borne by a community association or group.
- The City should give a high priority to the replacement of the Grandview community shelter and the renovation of specific community shelters as outlined in the Division's Facility Management/Maintenance Plan.

5.2.15 COURT FACILITY

This is a single purpose facility comprising one or more courts specifically designed for raquetball, squash or handball. Court design is the same for all levels of participation. These facilities may include a spectator viewing area, and concession, and be combined with other fitness related recreation activities.

The City is well served by two commercial facilities which provide a total of 17 courts. Two courts are also available at the Red Deer College and the YMCA and one at the Roland Michener Recreation Centre.

Raquetball has only emerged as a very popular sport in recent years and the City has not played a direct role in providing opportunities for participation. Commercial establishments have responded to the demand and developed facilities which operate at a fairly high user cost. In terms of the Division's service delivery policy, the City should not consider the development or operation of additional facilities.

- The City should not be involved in the provision of opportunities for the provision of court game facilities and should rely on commercial facilities operated by the private sector.

5.2.16 CURLING RINK

Curling rinks consist of a single purpose artificial ice surface. These facilities may include a spectator area, concession and/or lounge. Provision for curling can also be made in ice hockey arenas with minor modifications. However, these modifications are normally only practical for major events.

There are two curling rinks in Red Deer -- the Red Deer Curling Rink and the Michener Curling Rink. The Red Deer Curling Rink, adjacent to the Arena, includes eight sheets of curling ice and is owned and operated by the Red Deer Curling Club. The Michener Curling Rink at the Michener Centre includes four sheets of ice and is leased from the Provincial Government and managed by the Michener Hill Curling Association. A Curling Needs Feasibility Study was initiated by the City in 1985. The conclusions of this study indicated that there is sufficient demand in the city to fully utilize 12 - 16 sheets of high quality curling ice. Consequently, the Red Deer Curling Club is proposing to expand its facility by an additional four sheets.

The City has not been extensively involved in curling programs and has only provided support and facilitation. In accordance with the Division's Service Delivery Policy, it is not proposed to increase this role in the future.

- The City should continue the policy of not being directly involved in the development or operation of curling rinks.
- The City should support the principle of expanding the Red Deer Curling Club by an additional four sheets of ice.

5.2.17 DANCE STUDIO

Dance studios are single purpose facilities with hardwood floors, wall mirrors, and handrails specifically designed for all types of dance practice and instruction.

These facilities are presently available at the Court House Community Arts Centre, the Red Deer College, and at commercial dance studios. The City has traditionally not played a role in providing in specialized dance facilities, because of the small number of persons involved and the high cost. In addition, gymnasiums and multi-purpose rooms in schools are available for basic dance instruction. In terms of the Division's service delivery policy, the City should not consider the development or operation of additional facilities.

- The City should not be involved in the development or operation of specialized dance studios and should rely on commercial facilities operated by the private sector.
- The City should encourage the use of gymnasiums and multi-purpose rooms in schools for basic dance instruction.

5.2.18 DAY CARE CENTRE

A day care centre is a facility in which supervision and care are provided to children between the ages of infancy and school age, while parents are working, attending school, or in need of short-term child care. Day care includes the

provision of a developmental program of learning opportunities and activities according to the needs of the young child. The facility usually includes indoor craft areas and outdoor playground facilities.

There are fourteen day care centres in Red Deer which serve city and district level needs and provide a total of 768 spaces. Eight of these facilities are operated as commercial centres by the private sector. The Red Deer College operates two non-profit centres located at the college and at the Red Deer Regional Hospital. The city has developed the Red Deer Day Care Centre on the Lindsay Thurber High School Site, and the Normandeau Day Care Centre attached to the Normandeau School. Both these facilities are operated on behalf of the City by the Red Deer Child Care Society.

The Red Deer Day Care Centre is a city level facility which provides 60 spaces for pre-school children and 12 spaces for infants of young mothers who wish to continue their schooling. The Normandeau Day Care Centre is a district level facility and provides 50 spaces for pre-school children. Both centres include an Early Childhood Services program and a developmental program for children with special needs. The City provides direct funding for the operation of both centres through the tax levy and through cost-sharing under the federal Canada Assistance Plan. These funds are utilized to provide quality care and priority is given to single parent and low income families which receive an additional subsidy. City funds are also directed towards the specialized Infant Care for Unwed Mothers program and the FOCUS program for the integration of children with disabilities.

It will be beneficial to the City in the future, to review day care and to assess appropriate service delivery particularly in terms of subsidized spaces and the integration of children with special needs. The need for expansion should also be part of the review, particularly as it relates to City involvement.

- The City should continue to support the operation of its day care centres through the Red Deer Child Care Society. Special priority should be given to providing an accessible service for single parent and low income families as well as the integration of children with disabilities.
- The City should view the private sector as a partner for the provision of additional day care. However, the location of these facilities should be closely monitored with a preference for locations adjacent to parks and playgrounds.
- The City should clearly monitor the demand for day care services and determine the City's future role through an external review, bearing in mind the division's service delivery policy.

5.2.19 EQUESTRIAN FACILITY

An equestrian facility may range from simple riding stables where horses may be boarded, to equestrian centres offering riding lessons, pony rides and hay rides in conjunction with facilities such as the track, gymkhana area, and informal or formal equestrian trails.

The only equestrian facilities within the city are located at Heritage Ranch in Waskasoo Park. These include an equestrian centre, gymkhana area, and corral on the upper level, and informal track and area for equestrian competition on the lower level. The site also includes 10km of designated equestrian trails for public use. A concessionaire operates the facility on behalf of the City and provides riding lessons, trail rides, pony rides and hay rides in summer, and sleigh rides during winter.

Although numerous groups expressed an interest in the development of these facilities, use has been fairly limited and no additional facilities are proposed. Various requests have been received to permit horse riding/pedestrian trail system throughout Waskasoo Park. These have been denied, however, largely due to safety concerns.

- The City should retain the equestrian facilities within Heritage Ranch and further promote their use.
- The City should maintain the policy of only permitting horse riding on designated equestrian trails.

5.2.20 EXHIBITION FACILITY

An exhibition facility is designed to accommodate a variety of major events and attractions including exhibitions, trade shows, rodeos, circuses, sporting events, and cultural performances.

In Red Deer, all major exhibition facilities are located at Westerner Park which is operated by the Westerner Exposition Association. Facilities include the Westerner Altaplex building, the Chalet, a low grade race track, show rings, barns, administrative offices, and 3,000 parking stalls. The Westerner Altaplex contains 20,000m² (200,000 ft.²) of exhibition space in a variety of different venues and configurations. These include three major pavilions and the Centrum, a multi-purpose spectator arena/exhibition area seating up to 7,500 persons.

The Red Deer Arena and the Kinex were previously part of the old exhibition grounds before the development of Westerner Park. Both facilities are still suited for exhibition use. However, in terms of an agreement with the Westerner, the City may not use these facilities for activities which were

previously carried out by the Westerner on the old exhibition grounds, unless they are unable to be accommodated at Westerner Park.

The City plays a direct role in the operation of the Westerner Exposition Association through its membership on the board. In addition, the Centrum Management Board including Westerner and City representatives, has been established to review management policy and the annual budget.

- The City should recognize Westerner Park as the primary focus of exhibition facilities and should ensure that City facilities and events are complementary and comply with the current agreement.
- The City should support the Westerner Exposition Association in its operation of the exhibition facilities at Westerner Park.

5.2.21 FISHING POND

Fishing ponds are natural or manmade bodies of water developed and stocked for put-and-take recreational fishing.

Manmade fishing ponds have been developed within Waskasoo Park at Heritage Ranch and Bower Ponds. These facilities are stocked annually by Alberta Fish & Wildlife. Fishing is not permitted at Gaetz Lakes, and stocking is not proposed in the lakes at McKenzie Trail Recreation Area, Three Mile Bend or the River Bend Golf Course & Recreation Area.

- The City should maintain stocked fishing ponds at Heritage Ranch and Bower Ponds for casual recreational fishing.

5.2.22 FITNESS CENTRE

A fitness centre is a facility which contains specialized equipment for use by athletes preparing for competition or for those who wish to increase their fitness levels. Equipment usually consists of a variety of weights and exercise machines, together with equipment for testing. The facilities may include saunas, whirlpools, and other recreation facilities.

Fitness centres are located at the Red Deer College, the YMCA, and at a number of commercial recreation facilities. The Kevin Sirois *Fitness Testing and Training Centre* at the College is the only one which includes scientific fitness training and is supported financially by the City.

A small fitness facility is also included in the G.H. Dawe Community Centre, in conjunction with the indoor swimming pool, whirlpool, and saunas. This is seen as a prototype of similar facilities which might be developed at other district centres in the future.

- At the city level, the City should not be involved in the development and operation of specialized fitness centres and should rely on commercial facilities operated by the private sector. However, the City should continue to support the Kevin Sirois Fitness Testing and Training Centre.
- At the district level, the City should continue the policy of providing a small fitness facility at each district recreation centre, in conjunction with other recreation facilities.

5.2.23 GARDENS (Formal and Botanic)

These facilities are centred around displays of trees, shrubs, and flowers. They usually have a large number of plant species and are maintained to a high standard. Indoor conservatories are the ultimate extension of this type of facility.

There are very few formal and botanic gardens in Red Deer, primarily due to the high maintenance cost. City Hall is a major formal garden which has been identified as the main attraction in the downtown area. Smaller facilities have been developed in Victory Park and Snell Gardens. A small "arboretum" is located within the Heritage Square section of Rotary Recreation Park, where specific trees and shrubs are identified and interpreted.

- The City should retain the existing formal gardens at City Hall Park, Snell Gardens, and Victory Park and maintain these to a high standard.

5.2.24 GOLF FACILITY

Golf facilities include golf courses, driving ranges, situation golf, pitch and putt courses, and miniature golf.

Golf facilities in Red Deer include the private Red Deer Golf & Country Club, and a nine hole pitch and putt course in Great Chief Park. Facilities immediately outside the city include the Balmoral Golf Course, the Spruce Ridge Golf Course, and the River Bend Golf Course & Recreation Area.

The River Bend Golf Course & Recreation Area is located in the north end of Waskasoo Park and includes a major 18-hole championship golf course, a 9-hole mini-links, and a driving range/situation golf area. River Bend is operated on behalf of the City by the River Bend Golf & Recreation Society. The management agreement stipulates that fees for the use of the golf course will be reasonably comparable with the fees charged by golf courses operated by the private sector and will not represent unfair competition.

The southwest portion of the Red Deer College site has recently been redesignated for development as a private golf facility. Facilities are planned to include a 9 hole golf course together with a driving range and miniature golf.

- The City should continue to operate the golf facilities at Great Chief Park and the River Bend Golf Course & Recreation Area. In order to avoid unfair competition, fees should be comparable with those charged by golf courses operated by the private sector.
- The City should not be involved in the development of additional golfing facilities and rely on provision through the private sector.

5.2.25 GYMNASIUM

Gymnasiums are large indoor facilities which provide space for a variety of recreation and sports activities such as basketball, volleyball, badminton, and gymnastics. Most facilities include portable chairs and/or bleachers for spectators. Some gymnasiums also include stages for meetings, music, and drama productions.

In Red Deer, the majority of gymnasiums are provided at schools and other institutions. City level facilities are located at the two high schools, at the Michener Centre, and at the Red Deer College. At the district and neighbourhood level, gymnasiums have been developed in most junior high, K-9 and elementary schools.

The City has not been involved in the development of gymnasiums and has entered into an agreement with both school boards to ensure mutual free use of school and city community services buildings and facilities. This agreement guarantees community use of school gymnasiums. Household and student surveys have showed no indication of the need for additional gymnasium facilities.

The existing multi-purpose gymnasiums are not adequate for specialized programs such as those offered by the Red Deer Gymnastics Club. The Club has leased and equipped its own facility with limited city support.

- The City should **not** become directly involved in the development of gymnasium facilities and should rely on provision through the schools and other institutions.
- At the city level, the City should ensure community access to major gymnasiums at the high schools, the Red Deer College, and the Michener Centre.
- At the district and neighbourhood level, the City should ensure community access to school gymnasiums in terms of the joint agreement for facility use.

5.2.26 HERITAGE SITES

Heritage sites include buildings, sites, areas, or natural landscape features which have significant importance for preservation and/or interpretation because of their intrinsic environmental and educational value.

The City maintains an Historical Preservation Committee, which is operated by the Normandeau Cultural and Natural History Society, with support from the Red Deer and District Archives. This committee was established in 1981 and is responsible for making recommendations to City Council regarding the designation, preservation, and interpretation of heritage sites.

There are numerous heritage sites in Red Deer. During the planning of Waskasoo Park, an Interpretive Master Plan was prepared in 1983 and adopted as a framework for cultural and natural history interpretation. Over 90 sites were identified and an extensive interpretive signage program was completed in 1987. It is proposed that Normandeau Cultural and Natural History Society coordinate an update and revision of the Interpretive Master Plan as a framework for interpretation of heritage sites over the next ten years.

The majority of historical buildings in the City are located in the downtown area and are identified in three interpretive walking tours. These tours were prepared by the Historical Preservation Committee and Alberta Culture and Multiculturalism, and have become a significant attraction for residents and visitors. Interpretive signage has been installed on a number of these buildings and it is proposed to expand this program in the future. An interpretive walking tour has also been prepared for the Red Deer Cemetery.

The Downtown Concept Plan /outlines a number of initiatives relating to the presentation of historical buildings in the downtown area. These include a proposal to investigate the feasibility of an historical restoration incentive program and the identification of historic facades which should be preserved or upgraded. It is proposed that the Historical Preservation Committee follow up three restorations in conjunction with the Towne Centre Association.

- The City should continue to support the Historical Preservation Committee operated by the Normandeau Cultural and Natural History Society.
- The Normandeau Cultural and Natural History Society should coordinate an update and revision of the Interpretive Master Plan for Waskasoo Park. The City should maintain and enhance the program of cultural and natural history interpretive signage within the framework of this plan.
- The City should actively promote the Red Deer Historical Walking Tours and the Red Deer Cemetery Tour and support an extension of the interpretive signage program in the downtown area.

- The Historical Preservation Committee should work with the Towne Centre Association to investigate ways of preserving heritage buildings in the downtown area and follow up initiatives outlined in the Downtown Concept Plan.

5.2.27 HORSESHOE FACILITY

A horseshoe "pit" is a rectangular grass court with iron posts.

The City has developed eight horseshoe pits for tournament play in Rotary Recreation Park adjacent to the lawnbowling green. The extension of the Golden Circle provides seating and washrooms to serve the facility. Six horseshoe pits have also been developed at Kiwanis Picnic Grounds within Great Chief Park.

Horseshoe pits can be developed at a nominal cost and the activity lends itself well to family and other social gatherings. Consequently, it is proposed to develop additional horseshoe pits within the future group picnic area at the McKenzie Trail Recreation Area and at Lions Campground.

- The City should maintain the existing horseshoe pits at Rotary Recreation Park and Kiwanis Picnic Grounds. Additional horseshoe pits are proposed within the future group picnic facility at the McKenzie Trail Recreation Area and at Lions Campground.

5.2.28 LAWNBOWLING FACILITY

Lawnbowling greens are single-use facilities for the sport of lawnbowling.

The City operates one lawnbowling green in Rotary Recreation Park, adjacent to the Golden Circle Seniors' Centre, within the boundaries of the skating oval. An extension of the Golden Circle facility provides a seating area and washrooms for lawnbowlers in summer, and a skate change area in winter. The lawnbowling green is generally under utilized, and no need has been identified for an additional facility.

- The City should retain the lawnbowling green within Rotary Recreation Park and maintain it to a high standard. No additional facilities should be considered.

5.2.29 LIBRARY

Libraries are informational, educational and recreational resource centres containing books and other forms of media for patron use. In addition to providing collections for patrons to consult and borrow, libraries also make information available to patrons in response to their queries, and borrow materials from other libraries for patron use. Public libraries also provide a

variety of programs to promote the use of their collections. Libraries provide collection space, seating and work areas for patrons, as well as meeting rooms. Public libraries often provide lecture theatres for community programs.

There are two major libraries in Red Deer; the Red Deer Public Library and the Red Deer College Learning Resources Centre. There is also a 700m² library at the G.H. Dawe Community Centre which is an affiliate of the Red Deer Public Library and is accessible to the general public as well as to the two community schools.

The Red Deer Public Library is operated by the Red Deer Public Library Board, which is appointed by City Council, and is funded through a special tax levy. The library has over 110,000 volumes with an annual circulation of over 400,000. Its primary focus is information, although recreation needs of its patrons are also met through a substantial collection of fiction and limited audio and visual media. Increased circulation, a growing collection and greater program attendance in recent years has resulted in the facility reaching capacity, and it is proposed to expand the building into the adjacent firehall/armoury. This will facilitate the development of an expanded children's library and a lecture theatre/auditorium for programming.

The Red Deer College Learning Resources Centre has over 100,000 volumes and is an academic library with a primary focus on education. The collection is consequently directed towards the curriculum of the college. The library is open to the general public and there is excellent cooperation and sharing of resources with the Red Deer Public Library. The college is planning to develop a new 8,200m² library as part of its capital expansion plan, should degree granting and/or degree completion be approved.

The 1986 Recreation Parks & Culture Master Plan recommended that a branch of the Public Library be developed at each district centre, in conjunction with recreation & culture facilities. The library at the G.H. Dawe Community Centre provides public and school library service through a joint agreement between the Red Deer Library Board and both school boards. It is under the direction of the G.H. Dawe Management Board. Use by the general public is limited to the restricted collection and the relatively small population on the North Hill. Given the current and short-term population projections for the city, Public Library service cannot be justified at each district centre. It is recommended that the library at the G.H. Dawe Community Centre be retained to serve North Red Deer, and the development of a branch of the Public Library on the East Hill be considered in the medium/long term.

- The City should continue to support the Red Deer Public Library with funding through a special tax levy. The expansion of the facility into the firehall/armoury building should be given a high priority.

- The City should endorse the College's practice of maintaining community access to the Red Deer College Learning Resources Centre and cooperation with the Red Deer Public Library.
- At the district level, the City should continue to support the library at the G.H. Dawe Community Centre as a joint project between the Red Deer Library Board and both school boards. The development of a branch of the Public Library to serve the East Hill should be considered in the medium/long term.

5.2.30 MEETING ROOM

A meeting room can include a wide range of facilities used for public and group meetings. These are normally equipped with tables, chairs, and a blackboard and may have provision for audio-visual equipment.

Red Deer has a substantial inventory of meeting rooms. These include facilities operated by the City, non-profit societies, and commercial establishments.

The City has a joint use agreement with both school boards which facilitates community use of all school buildings in the city. This provides adequate meeting space at the neighbourhood and district level.

- At the city level, the City should promote and maximize the use of existing meeting room space in community service facilities.
- At the district and neighbourhood level, the City should ensure that meeting space in schools is available to the public in terms of the joint use agreement.

5.2.31 MODEL AIRPLANE FACILITY

A permanent facility for the flying of model airplanes requires a large open space limited by fairly stringent criteria relating to safety and noise.

There is no permanent radio-controlled flying facility in the City. Although a need was identified, no suitable site could be designated during the planning of Waskasoo Park. The Central Alberta Radio Fun Flyers (C.A.R.F.F.) have since leased land outside the city and it appears that adequate provision is being made for this activity.

- The City should not be directly involved in the development of a site for a model airplane facility.

5.2.32 MOTOCROSS TRACK

A motocross track is a facility designed for motorized cycles and could be accommodated within a "noise park" for motorized off-highway vehicles.

The City does not have a motocross track because no suitable site could be identified. The issue of highway vehicle/motorcycle/trail bike accommodation was carefully considered during the preparation of the Waskasoo Park Master Plan. The final decision was to prohibit motorized vehicles in the city's park system, because of noise considerations and potential environmental damage to sensitive areas. The City did attempt to find a suitable location outside the urban residential limits and a regional facility supported by the Alberta Government is a possibility in the future.

- The City should continue the policy of prohibiting motorized off-road vehicles within the City's park system. However, the City should support user groups in their attempt to find a suitable site outside city limits.

5.2.33 MULTICULTURAL CENTRE

A multicultural centre may include a variety of facilities for use by ethno-cultural groups including a social hall, performance/rehearsal space, meeting rooms, exhibition galleries, and kitchen facilities.

The Red Deer International Folk Festival Society is the umbrella organization for ethno-cultural groups in Red Deer. The Society operates the Cronquist House Multicultural Centre and the Memorial Festival Hall which together provides excellent facilities for the city and the region. The Cronquist House Multicultural Centre at Bower Ponds includes meeting space, a kitchen, a small rehearsal facility, galleries, a gift shop, and administrative offices. The facility has become a major cultural centre and tourist attraction and is the major focus of the city's annual folk festival on Canada Day. The Memorial Festival Hall has been developed by the Society, within the former gymnasium, leased from the City. It provides an excellent community hall including meeting space and kitchen which may be used in conjunction with the adjacent Memorial Centre Theatre. This facility is available for use by the general public as well as ethno-cultural groups.

- The City should support the Red Deer International Folk Festival Society in the operation of the Cronquist House Multicultural Centre and the Memorial Festival Hall. No additional facilities should be developed.

5.2.34 MUSEUM/INTERPRETIVE CENTRE

A museum is a facility used for exhibiting interpreting and storing artifacts relating to cultural and natural history and art. An interpretive centre is an

outdoor/indoor facility including displays and/or artifacts interpreting a specific cultural or natural history site.

There are at present three museum/interpretive centres in Red Deer; the Red Deer & District Museum and Archives, the Kerry Wood Nature Centre, and the Fort Normandeau Interpretive Centre. The Red Deer & District Museum and Archives is a major facility with permanent and temporary displays relating primarily to the cultural history of the city and region. The Kerry Wood Nature Centre is the focus of natural history interpretation within Waskasoo Park. It includes displays and program areas and acts as a control point for the adjacent Gaetz Lakes Sanctuary. The Fort Normandeau Interpretive Centre is located adjacent to the reconstructed fort and interprets the history of the "crossing site" and the city. All three facilities are significant tourist attractions within the region.

The Red Deer Museum Society is proposing to develop an agricultural museum named Sunnybrook Farm on a site immediately west of Bower Woods. There is concern that this facility will not be viable without financial support from the City. Consequently, the City has refused to issue a development permit until a detailed development plan and feasibility study has been undertaken.

- The City should continue to support the Red Deer & District Museum and Archives, the Kerry Wood Nature Centre, and the Fort Normandeau Interpretive Centre as major interpretive and educational facilities for cultural and natural history and significant tourist attractions.
- The City should not support the development of the proposed Sunnybrook Farm Agricultural Museum until its viability is demonstrated through a detailed development plan/feasibility study.

5.2.35 MUSIC REHEARSAL/TEACHING FACILITY

Music rehearsal/teaching facilities may be either single purpose or shared spaces. However they should have good acoustics, storage space for instruments, and be generally isolated from adjacent areas.

There are a significant number of music/teaching facilities in the city. These include basic band and practice rooms within schools as well as high quality teaching facilities within the Arts Centre of the Red Deer College. The facilities within the Arts Centre include 12 practice studios, 6 office studios, and 4 multi-use rehearsal studios. No need for additional facilities has been identified. However, a number of the facilities within the schools require upgrading to improve acoustics and provide sufficient storage space..

- The City should not become involved in the development of music rehearsal/teaching facilities and should rely on provision through the schools and other institutions

- At the city level, the City should ensure community access to the extensive music rehearsal facilities at the Red Deer College Arts Centre.

5.2.36 PARKING

Parking facilities range from on-street parking to large paved and landscaped parking lots at major city level community service buildings.

The City has developed parking areas at most city level facilities. The development of Waskasoo Park established a new standard for the construction of parking areas and all new facilities are paved and landscaped and include designated stalls for the disabled.

At the district level, parking is often shared between schools and major recreation facilities. Consequently, the policy has been to jointly develop and maintain parking areas as at the G.H. Dawe Community Centre.

At the neighbourhood level, parking for neighbourhood parks is generally available within the school parking lot. Where no school is planned, the City has either relied upon on-street parking or developed a small gravel parking area. The revised standards recommend the development of a paved parking lot of 14 stalls within each neighbourhood park which does not include a school site. Priority should be given to those sites where limited on-street parking is available.

- At the city level, the City should develop appropriately sized parking areas at all major facilities. All parking areas should be paved and landscaped to City standards.
- At the district level, the City should work with the school boards to jointly develop and maintain parking areas to serve the individual demand at district parks.
- At the neighbourhood level, the City should rely on parking within school parking lots to serve the needs of neighbourhood parks. Where no school site is planned, the City should attempt to provide a small paved parking area of 14 stalls.
- The City should continue to provide designated handicapped parking stalls within each parking area and ensure that adequate wheelchair access is available.

5.2.37 PARTICIPARK

A participark is a short trail loop with fitness stations located along its length.

Red Deer's only participark is located in Kin Canyon and is currently under-utilized. The need for this facility will be evaluated when repairs are no longer effective. No additional facilities are proposed in the City.

- The City should maintain the existing participark in Kin Canyon and evaluate the need for the facility when repairs are no longer effective.

5.2.38 PERFORMING ARTS FACILITY

A performing arts facility may range from a small multi-purpose hall with stage to a single purpose theatre with sophisticated lighting, sound, and other technical equipment. For the purpose of this Master Plan, a large multi-purpose spectator arena/exhibition centre is defined as a coliseum.

Red Deer is well served with a variety of performing arts facilities. These include the Arts Centre and the Margaret Parsons Theatre at Red Deer College, the Memorial Centre Theatre, as well as performing areas in the Roland Michener Recreation Centre, the Old Court House Community Arts Centre, the Red Deer Public Library, and in a number of school buildings. Commercial facilities include a dinner theatre at the Black Knight Inn, Highland House, and performance facilities in a number of hotel restaurants and lounges. The Arts Centre is a state-of-the-art facility which includes a main theatre with 593 seats, as well as a performance studio seating up to 120 persons. The complex also has excellent technical equipment, dressing room and rehearsal space. The Margaret Parsons Theatre is a 175 seat lecture theatre with very limited stage facilities. The Memorial Centre Theatre is an old armoury building which was converted into a 774 seat performing arts auditorium.

In 1983, the City entered into an agreement with the Red Deer College regarding the construction of a performing arts centre on the College site. Phase I of this facility, as described in the agreement, includes the main theatre and support facilities which have now been completed. Phase II was proposed to include a concert hall and Phase III an art gallery. The development of a concert hall would be a major capital expenditure and it is unlikely that the City or the College will have sufficient financial resources to consider this project within the next 10 - 15 years. In addition, musical concerts are being well accommodated in the main theatre, which has excellent acoustics.

The Red Deer Public Library Board plans to develop a *small lecture theatre/auditorium* within the proposed expansion of the library in 1994. This will seat 120 persons for a variety of programs including readings, concerts, and lunch box theatre. The main benefit of this facility is that it will provide an intimate venue for cultural programming in the downtown.

- The City should ensure community access to the extensive performing arts facilities in the Red Deer College Arts Centre.

- The City should maintain and market the Memorial Centre Theatre as a basic auditorium for a variety of performances with a particular emphasis on community events which do not require advanced technical facilities.
- The City should continue to support the development of a future concert hall at the Red Deer College in Phase II of the performing arts centre in the long term, as contemplated in the joint use agreement.
- The City should support the development of a small lecture theatre/auditorium with the expansion of the library in the short term.

5.2.39 PICNIC GROUNDS

Picnic grounds vary in size and nature from a small group of picnic tables in a neighbourhood park to a major day-use facility, where picnicking may be combined with a wide range of other activities. The main picnic grounds in Red Deer are located at:

- Fort Normandeau
- Heritage Ranch
- Great Chief Park (Kiwanis Picnic Grounds)
- Bower Ponds
- McKenzie Trail Recreation Area
- Three Mile Bend
- River Bend Golf Course & Recreation Area
- Rotary Picnic Park
- Kin Canyon

Picnicking has one of the highest participation rates of summer activities in Red Deer. The survey results for the planning of Waskasoo Park indicated there was a high demand for additional picnicking facilities. Since that time, new picnic shelters and facilities have been constructed at Heritage Ranch, Kiwanis Picnic Grounds, McKenzie Trail Recreation Area, and Rotary Picnic Park. A major group picnic area is also planned in the northeast section of the McKenzie Trail Recreation Area.

At the neighbourhood level small picnic areas have been incorporated within a number of neighbourhood parks. These are particularly successful if they are located adjacent to natural treed areas or playgrounds.

- At the city level, the existing picnicking facilities should be retained and upgraded as required. The City should identify funding community sources for the development of a major group picnic facility at the McKenzie Trail Recreation Area.

- At the district and neighbourhood level, small picnicking facilities should be considered for inclusion in neighbourhood and district parks, depending on the characteristics of the site.

5.2.40 PLAYGROUND

A playground is a facility including a variety of play apparatus specifically designed for childrens' play. These range from small individual pieces of play apparatus to large multi-use playgrounds catering for all age groups as well as the disabled.

Conventional playgrounds have been developed in a number of city level facilities. These include: Rotary Recreation Park, Heritage Ranch, McKenzie Trail Recreation Area, and Rotary Picnic Park which includes specific equipment for the disabled.

The majority of playgrounds have been developed at the neighbourhood level within neighbourhood parks or other smaller park areas. The revised standards recommend the development of a pre-school and elementary playground within each neighbourhood park, funded through the recreation levy. In addition, an attempt has been made to develop a playground within 400 m of every residence in a neighbourhood. Playgrounds have also been developed within district parks if these serve a neighbourhood function.

- At the city level, the City should retain the existing playgrounds within major park facilities. Specific attention should be given to including additional facilities for the disabled.
- At the district level, playgrounds should be included within district parks where they serve a neighbourhood function.
- At the neighbourhood level, the City should attempt to maintain the standard of one pre-school and one elementary playground within each neighbourhood park to be funded through the recreation levy. In general, the City should attempt to provide a playground within 400 m of each residence.
- The City should continue to work with volunteers and community groups in the development and upgrading of neighbourhood playgrounds.

5.2.41 ROLLER SKATING/ROLLER BLADING RINK

A roller skating/roller blading rink may be either a single purpose indoor facility or an arena converted for these activities in the summer months. Roller skating and roller blading may also be done on outdoor rinks or along paved bicycle trails.

Roller skating as an activity has significantly declined in Alberta over the last ten years, with most commercial roller skating rinks having closed down because of poor attendance. In Red Deer, roller skating programs have been offered in a number of arenas with limited success, and the only remaining program is offered at the Dawe Centre during the summer months. Roller blading, however, has grown tremendously in popularity in the last two years and, with improved skates, it is anticipated that this activity will maintain a substantial interest, and there might be opportunity for league play in a roller blading program in the years ahead.

- The City should not be directly involved in the development or operation of a single-purpose roller skating or roller blading rink.
- The City should continue to provide roller skating/roller blading opportunities at City arenas, depending on demand.
- The City should promote roller blading as an appropriate use of

5.2.42 RUNNING TRACK

Running tracks include a variety of facilities ranging from indoor tracks in major recreation centres to outdoor grass, shale or all-weather tracks.

There is no indoor track facility in Red Deer. However, a facility could be located in the future campus centre planned at the Red Deer College or in a private recreation centre. The City should continue to explore alternatives and opportunities for future development.

The Legion Track at the Lindsay Thurber High School site is the City's only all-weather track facility. However, it is proposed to develop an all-weather track at the Red Deer College in the future. There is one shale track in the City located at the Red Deer College, which is available for community use. The revised standards recommend the development of a shale track within each future district park. Consequently, a shale track has been included in the development plan for the East Hill District Park

- At the city level, the City should continue to support the development of a campus centre and all-weather track at the Red Deer College in the medium/long term. In the interim, the City should maintain the Legion Track to a high standard.
- The City should continue to explore alternatives for the future development of an indoor track.
- At the district level, the City should attempt to achieve a standard for one shale running track within each future district park.

5.2.43 SCHOOL

A school is a facility designed primarily for education purposes and, based on grade level, may be defined as either an elementary, K-9, middle, junior high, or senior high school. Schools usually include a gymnasium, meeting rooms, and arts and crafts facilities which may be available for community use.

The City has established an excellent working relationship with both school boards in the joint planning, development, and use of school and community service facilities. This relationship is governed by three agreements.

Agreement providing for the allocation of Municipal Reserve.
(dated September 10, 1981)

This agreement provides for the allocation of Municipal Reserve within subdivisions between the authorities. The City's commitment with regard to the provision and servicing of school lands is outlined in the context of concept plans for the East Hill and the Northwest Sector of the city.

A revised and updated agreement has recently been prepared and approved in principle by all parties. Final approval is anticipated early in 1992. Schedules attached to the agreement designate specific school sites and outline both the location and type of school. School sites are located within the standard 5.06ha (12.5 acres) neighbourhood parks. Sites for elementary schools are 1.2 ha (3.0 acres) in extent, whereas, sites for junior high or middle schools are 1.4ha (3.5 acres).

The revised agreement provides for the establishment of a "Joint Planning Committee" consisting of representatives of the City; school boards, and the Red Deer Regional Planning Commission. The duties of the committee include making recommendations to the City include:

- Making recommendations to the City on the allocation of Municipal Reserve.
- Making recommendations with regard to the priority of school site development.
- Making recommendations with respect to the development of playgrounds.
- Making recommendations on all proposals for school building expansion, additions, and all site redevelopments including playground and sportsfield development.

Agreement providing for the mutual development and use of City recreation lands and school lands (dated October 31, 1989).

This agreement outlines the policies for the planning, development, and operation of playgrounds on joint use sites. All costs related to the planning and construction of playgrounds on new residential areas shall be recovered through a recreation levy assessed against the developer. Costs relating to

playgrounds not covered by a recreation levy are subject to negotiations between the parties.

The agreement also outlines the jurisdiction over the control and use of playgrounds. Each school authority has exclusive jurisdiction and use of playgrounds and equipment on each school day from 5:00 a.m. to 5:00 p.m. The City has complete jurisdiction at all other times.

Agreement providing for the mutual use of school and City community services buildings and facilities (dated October 31, 1989).

This agreement provides for the reciprocal free use of the City's community service facilities and the various buildings operated by the school boards. Thus, this achieves maximum community access and ensures the optimum use of buildings operated by the three jurisdictions. The agreement provides for the establishment of a "Joint Facility Use Committee" to make recommendations to each of the parties regarding the establishment of a reservation system.

- The City should continue to support the agreement with the school boards for the allocation of Municipal Reserve in neighbourhood and district parks for school sites. The City should ensure that designated school sites are clearly identified for the purposes for which they are planned.
- The City should continue to support the agreement with the school boards for the joint planning, development, and operation of playgrounds and joint use sites.
- The City should continue to support the agreement with the school boards for mutual free use of school and City community services buildings and facilities. In terms of this agreement, the City should ensure community access to major facilities.

5.2.44 SENIOR CITIZENS CENTRE

A senior citizens centre is a facility which provides opportunities for the retired and pre-retired to participate in social and recreational activities. The centre usually includes a social hall, craft rooms, meeting rooms, and kitchen facilities.

There are at present two senior citizen centres in Red Deer; the Golden Circle Seniors Centre and the Downtown House. The Golden Circle Seniors Centre in Rotary Recreation Park is a senior citizens resource and activities centre which was developed by the City to serve residents of Red Deer and District. The facility includes a hall/dining room, kitchen, a small library, music, craft and game rooms, as well as administrative offices. The Downtown House is located in the Community Services Centre and is primarily an activity centre which provides a range of social and recreational opportunities. The facility includes

a large open area for meetings and dances together with a small kitchen and office space.

The City provides operational funding to both senior citizen centres through the provincial Family and Community Support Services (F.C.S.S.) Program. The Social Planning and Recreation & Culture Departments work closely with both centres to identify social problems and provide support and assistance for their programs. In general, it appears that seniors needs are well served by the two existing facilities. However, increased use in the Golden Circle Seniors Centre has resulted in some programming conflicts. Consequently, the Golden Circle Society is undertaking a space utilization study to review the space needs for its programs.

- The City should continue to support the operation of the Golden Circle Seniors Centre and the Downtown House through the Family and Community Support Services (F.C.S.S.) Program.
- The City should continue to monitor the need for new facilities for seniors citizens in the future.

5.2.45 SHUFFLEBOARD COURT

A shuffleboard court is a single purpose facility comprising an outdoor surfaced area.

The City has developed four shuffleboard courts in Rotary Recreation Park and new equipment is available. Use of the courts is limited and there is no demand for additional facilities.

- The City should maintain the existing shuffleboard courts in Rotary Recreation Park and no additional facilities should be provided.

5.2.46 SKATEBOARD PARK

A skateboard park consists of a series of undulating concrete surfaces which create a challenging course for skateboard enthusiasts.

The City does not have a skateboard park and skateboarding normally occurs on sidewalks and streets in residential areas. The *survey results* for the planning of Waskasoo Park indicated little interest in a skateboard park. However, the need for a facility has been identified by a number of individuals and interest groups over the last few years.

It is considered that the development of a skateboard park by the City for public use would create a number of major liability problems. However, the site could be leased for development and operation by a community group or agency providing that the liability issues could be satisfactorily resolved.

- The City should not be involved in the development and operation of a skateboard park. However, the City should consider the lease of a site for development and operation by a private group.

5.2.47 SKATING POND

Skating ponds are natural or man-made bodies of water, which are used for informal family skating. These may be differentiated from outdoor skating rinks in that they are not suitable for formal hockey games.

The City has developed Bower Ponds as a major skating pond served by a pavilion including a skate change area, washrooms, and a concession for food and skate rental. This has become one of the City's most popular winter recreation facilities.

No provision has been made for skating on the ponds at Heritage Ranch, Three Mile Bend, or the McKenzie Trail Recreation Area. In addition, activities such as skating are specifically prohibited in the sensitive Gaetz Lakes Sanctuary. The south pond of the River Bend Golf Course and Recreation Area has been designed for recreation use, including skating in the winter, to be served by a future recreation pavilion building. However, the development of this facility will only occur in the medium/long term when demand can no longer be accommodated at Bower Ponds.

- The City should retain the existing skating pond and pavilion at Bower Ponds and maintain them to a high standard. No provision should be made for skating on the ponds at Heritage Ranch, McKenzie Trail Recreation Area, and Three Mile Bend.
- The City should continue to prohibit skating and other defined recreation activities in the sensitive Gaetz Lakes Sanctuary.
- The City should consider the development of the south lake at River Bend for family skating in the medium/long term, as demand arises.

5.2.48 SKATING RINK (Outdoor Ice)

Skating rinks are outdoor boarded, semi-boarded, and snowbank rinks which are located in neighbourhood and district parks. These should be differentiated from indoor rinks which are described as arenas.

The previous standard for these facilities was to attempt to develop three skating rinks within each neighbourhood park throughout the city. This included a boarded hockey rink, a semi-boarded shinny rink, and a snowbank rink. The revised standard is to develop one boarded and one snowbank rink within each neighbourhood park.

The flooding and maintenance of outdoor rinks is very costly. Consequently the Parks and Recreation & Culture Departments are encouraging community groups and associations to assume the responsibility for maintenance in specific neighbourhoods. This has been very successful in other communities which have initiated an "Adopt-A-Rink" program.

- At the neighbourhood level, the City should attempt to achieve a standard of one boarded and one snowbank rink within each neighbourhood park.
- The City should actively promote the involvement of community organizations in the operation and maintenance of outdoor rinks.

5.2.49 SKIING FACILITY

Skiing facilities include a variety of downhill ski runs, cross-country ski trails, and specialized facilities for freestyle skiing and biathlon, a sport involving cross-country skiing and rifle shooting. Downhill ski runs are usually developed in association with sport facilities such as lifts, equipment rental, and concessions.

There are no downhill skiing facilities in the City. The area is served by the Canyon Ski & Recreation Area, 12km east of Red Deer, and the Darwell Ski Facility on Radar Hill to the south. The Canyon Ski and Recreation Area is a commercial operation which offers first class downhill ski runs in association with a freestyle ski jump, licensed lodge with full restaurant facilities, and equipment rental. This is an excellent out-of-mountain facility with snow making capability and is the location for most community downhill ski programs. The growing interest in freestyle skiing has led to the development of a freestyle jump facility along the larger pond at Three Mile Bend which is used for summer ski training.

Cross-country skiers utilize most of the trails throughout Waskasoo Park and the Bower Natural Area south of the Red Deer College. Trails are track set and groomed at Great Chief Park and the River Bend Golf Course and Recreation Area. River Bend is the focus of cross-country skiing in the city and includes more than 15 km of groomed trails which cater to novice and expert skiers. A biathlon range has been developed in conjunction with a major sliding hill with access from the trail system. The cross-country ski facilities at this location are considered to be amongst the best in the province and have been the site of a number of provincial and national events.

- The City should not consider the development of downhill facilities but encourage community downhill ski programming at the Canyon Ski and Recreation Area.
- The City should maintain River Bend as the focus of cross-country skiing in the city with trails track set and groomed to acceptable standards and linked with the biathlon range.

- The City should retain the freestyle ski jump facility at Three Mile Bend providing that it is adequately controlled and managed by the user association.

5.2.50 SNOWMOBILE AREA/ACCESS

Snowmobile areas are specifically designated sites where snowmobile use is permitted.

Snowmobiling is a reasonably significant activity in Central Alberta. The issue of snowmobile use in the city was carefully considered during the preparation of the Waskasoo Park Master Plan. The final decision was to prohibit snowmobiles in the city park system, except along the frozen Red Deer River channel which falls under federal legislation. A special snowmobile access ramp has been constructed at Great West Adventure Park, which also includes adjacent parking and unloading areas and a washroom/warming hut.

- The City should continue the policy of prohibiting snowmobiles within the city's park system, except along the frozen Red Deer River channel. The snowmobiling access ramp and facilities at Great West Adventure Park should be maintained and no additional facilities should be developed.

5.2.51 SPEEDSKATING OVAL

A speedskating oval is a standard sized oval shaped rink used for competitive speedskating and pleasure skating. The only outdoor speedskating oval in Red Deer is located in Rotary Recreation Park, adjacent to the Golden Circle Seniors' Centre. This is a first class competition facility which is serviced by a skate change, seating, and washroom building attached to the Golden Circle. There is no demand for an additional facility in Red Deer.

- The City should retain the speedskating oval in Rotary Recreation Park as a first class speedskating facility, accessible to competitive skaters and the public at large.

5.2.52 SPORTSFIELD

Sportsfields are defined as those fields developed to accommodate soccer, football, rugby, and field hockey. As with ball diamonds, these serve a variety of users ranging from beginner elementary school classes to adult competitive spectator leagues.

Sportsfields are built to accommodate various levels of users with differing needs. These are classified according to size and this *directly affects the type of user that will play on the field*. Three basic categories of facility may be described as follows:

Class 'A' Sportsfields

These fields have dimensions of 146m X 60m (110 yds. X 65 yds. with two 25 yd. end zones) and are primarily used for competitive and spectator adult events.

Class 'B' Sportsfields

These fields have dimensions of 100m X 50m (90 yds. X 55 yds. with two 20 yd. end zones) and serve adult and teenage recreational needs.

Class 'C' Sportsfields

These fields have dimensions of 68m X 41m (75 yds. X 35 yds.) and are suitable for elementary school classes and minor recreational needs.

The use of sportsfields in the City has dramatically increased over the last ten years. A Sportsfield Needs Study, undertaken in 1985, showed that all existing facilities are very well utilized and recommended that a high priority to given to the development of additional Class 'B' sportsfields in the future. However, with changing demographics, the increase in participation is expected to slow down in the 1990's.

There is only one Class 'A' sportsfield in the city located at Great Chief Park with adjacent spectator stands. Two additional Class 'A' facilities are proposed within the future Maskepetoon Athletic Park. The revised standards recommend the development of four Class 'A' sportsfields within each new future district park.

There are 21 Class 'B' and 19 Class 'C' sportsfields in the city. These are primarily located within existing neighbourhood and district parks. The revised standards recommend the development of at least one Class 'B' sportsfield within each new neighbourhood park.

The previous neighbourhood and district park standards allowed various degrees of overlapping between sportsfields and ball diamonds. However, this has posed numerous problems for maintenance and scheduling. Consequently, the revised standards recommend that the City should not develop any overlapping sportsfields and diamonds and that existing situations be eliminated when site upgrading is undertaken.

- At the city level, the future development of Maskepetoon Athletic Park should make provision for at least two Class 'A' sportsfields.
- At the district level, the City should attempt to achieve a standard of four Class 'A' sportsfields at each district park site.

- At the neighbourhood level, the City should attempt to achieve a standard of at least one Class 'B' sportsfield at each neighbourhood park site.
- The City should not develop any overlapping sportsfields and ball diamonds within new neighbourhood and district parks. Overlapping fields should be eliminated wherever possible when existing park facilities are upgraded.

5.2.53 STADIUM

A stadium is an outdoor spectator facility. Stadium playing surfaces and seating arrangements may be specifically designed for each sport or be multi-purpose and accommodate football, soccer, and track events. Baseball normally requires a specialized facility.

The majority of spectator facilities in Red Deer are located at Great Chief Park which includes some permanent seating. Surveys have shown no apparent need for a major spectator stadium in the short/medium term. It is proposed that Great Chief Park remain the City's primary athletic park facility in the future and additional spectator facilities should be considered when the demand arises.

- The City should monitor the need for additional spectator seating/stadium facilities at Great Chief Park in the future.

5.2.54 SWIMMING POOL

A swimming pool is an indoor or outdoor aquatic facility accommodating activities such as recreation, therapeutic, and competitive swimming, synchronized swimming, diving, and water polo. Amenities associated with pools include saunas, whirlpools, and exercise areas. Pools designed for aquatic competition usually also include accommodation for spectators.

There are three major public swimming facilities in Red Deer located at the Recreation Centre, the Roland Michener Recreation Centre, and the G.H. Dawe Community Centre. The Recreation Centre includes an indoor and outdoor pool together with saunas and a large whirlpool. The Roland Michener Centre includes a 25m pool, a health spa pool, and a diving tank. The pool at the G.H. Dawe Community Centre has been designed along the family leisure pool concept including such features as paddling pools, a whirlpool, saunas, and a small fitness centre.

The City has adopted a standard of attempting to provide an indoor swimming pool to serve each recreation district. The swimming pools at the Recreation Centre and Roland Michener Centre are both city level facilities. However, they also serve the Central and East Hill Recreation Districts. The pool at the G.H. Dawe Community Centre primarily serves the North Hill Recreation District.

Indoor swimming pools are also proposed for development within the future district parks on the East Hill and in the North West in the medium/long term.

- At the city level, the City should maintain the swimming pools at the Recreation Centre and encourage continued community use of the pools at the Roland Michener Recreation Centre.
- At the district level, the City should attempt to achieve a standard of developing a modified leisure pool within new district parks to serve each future recreation district. No new facilities should be developed until existing facilities are fully utilized.

5.2.55 TENNIS COURT

Tennis courts are single purpose facilities consisting of an asphalt or grass court surrounded by fencing.

The major tennis facility in Red Deer is located within Rotary Recreation Park and includes twelve top quality courts and an adjacent service building and concession which were substantially upgraded in 1990.

Numerous tennis courts are located at neighbourhood and district parks throughout the city. These take the form of multi-purpose pads with fencing at both ends which are used as skating rinks in winter. These multi-purpose pads are expensive to develop and maintain and are not suitable for competitive play. The revised standards recommend the development of eight tennis courts at each future district park. At the neighbourhood level it is only proposed that a site be provided for a multi-purpose pad for possible development by a community group.

- At the city level, the City should retain the tennis complex within Rotary Recreation Park.
- At the district level, the City should attempt to achieve a standard of eight tennis courts within each new district park. Consideration should also be given to the development of additional tennis courts within existing district parks.
- At the neighbourhood level, the City should provide a site for a multi-purpose pad/tennis court which may be developed with community support.

5.2.56 TRAILS

Trails are paths or tracks specifically constructed for recreation use or access. These may be multi-purpose or specifically designed for particular activities such

as walking, biking, hiking, cross-country skiing and horse riding. These may range in construction from narrow cleared pedestrian paths to paved bikeways.

Red Deer has developed a comprehensive trail system throughout the city as outlined in Plan 5. These include bicycle, hiking, and equestrian trails. However, the vast majority of trails in Red Deer are part of the bicycle/pedestrian trail system within Waskasoo Park. A need has been identified to extend this trail system to link with all major residential neighbourhoods.

There are at present 50km of bicycle/pedestrian trails maintained by the City. In 1985, City Council approved a Bicycle Master Plan as a framework for the development of a "comprehensive bikeway system throughout the City, serving both recreation and transportation functions". The overall goal of the Master Plan is to make the trail system readily accessible and to provide a bicycle/pedestrian trail at a distance of not greater than 1 km from each residence (approximately 5 minutes of comfortable cycling). The Master Plan classifies bicycle/pedestrian trails as either "recreation bikeways" within parks and recreation areas or "arterial bikeways" within the rights-of-way along major arterial roads. "Recreation bikeways" are primarily for recreation purposes and are the responsibility of the Parks Department, whereas "arterial bikeways" are part of the overall transportation system and are the responsibility of the Engineering Department.

The existing and proposed bicycle/pedestrian trail system is shown on Plan 5. As can be seen, the system of "recreation bikeways" is largely complete. However, new trails are proposed in the future linking McKenzie Trail Recreation Area with River Bend east of the river and immediately west of Gaetz Avenue between 61 Street and 77 Street. It is also proposed to extend the trail system in Bower Woods into the Westerner Natural Area south of Delburne Road. Major new "arterial bikeways" are proposed along 28 Street, 32 Street, and 77 Street. It is also proposed to link the trail system into the Downtown area via Ross and 49th Street. A high priority should also be given to the provision of bicycle parking areas in key locations.

There are at present 29km of hiking trails maintained by the City. These are primarily located in Heritage Ranch, Pines Escarpment, the Gaetz Lakes Sanctuary, the River Bend Golf Course & Recreation Area, and in the Bower Natural Area south of the Red Deer College. It is proposed to extend the hiking trail within the Pines Escarpment north from 77 Street to Highway 11A in the medium/long term as shown on Plan 5.

There are at present 6km of equestrian trails maintained by the City. These are located within Heritage Ranch, which includes a variety of equestrian facilities. Due to safety concerns, the City has adopted a policy of only permitting horse riding on designated equestrian trails. It is proposed to extend the equestrian

trail system to link with Fort Normandeau along the river in the medium/long term as shown on Plan 5.

- The City should maintain the existing bicycle/pedestrian trail system and adopt the proposals for extension, as outlined on Plan 5, as a framework for future development by both the Parks and Engineering Departments.
- The City should maintain the existing hiking and equestrian trail system and adopt the proposals for extension, as outlined on Plan 5, as a framework for development in the medium/long term.

5.2.57 WASHROOM/WARMING HUT

Washroom/warming huts include a range of facilities from basic washroom buildings to higher quality heated buildings that have additional facilities such as storage areas and adjoining warming huts.

The City has developed these facilities at 10 locations within Waskasoo Park. These include eight new washroom complexes, six of which have adjoining warming huts for use by skiers, skaters, and picnickers. The existing washroom buildings at Kin Canyon and Kiwanis Picnic Grounds have been upgraded to Waskasoo Park standards. No additional facilities are proposed.

- The City should retain the existing washroom/warming huts in Waskasoo Park and maintain these to a high standard.

5.3 SUMMARY OF FACILITY GUIDELINES

Section 4.0 of the Master Plan includes an analysis and recommendations for all existing community service facilities at the city, district, and neighbourhood level. It also includes proposed standards for district and neighbourhood level facilities.

Section 5.2 includes an analysis of each facility type and policies and guidelines regarding the City's role in their development. The City's role falls into one or more of the following guidelines at each level of service.

- maintain existing
- expand/upgrade existing
- develop new
- rely on others to provide
- review periodically

The policy recommendations in Section 4.0 and 5.0 have been summarized in Figure 20 to form a complete set of facility standards or guidelines. To read the matrix "facility types" are listed along the top and "facility guidelines" in the left

hand column. A dot indicates the direction(s) recommended for each facility type at each level of service.

- The City should adopt the overall guidelines for facility development as outlined in Figure 22.

FACILITY TYPE	L		M		H		S	
	Develop new	Upgrade existing						
Amphitheatre/Bandstand								
Arena								
Art Gallery								
Arts & Crafts Facility								
Ball Diamond: Class "A"								
Class "B"								
Class "C"								
Bicycle Motocross (BMX) Track								
Boating/Canoeing/Launching Facility								
Bowling Alley								
Campground								
Cemetery								
Clubhouse								
Coliseum								
Community Hall								
Community Shelter								
Court Facility								
Curling Rink								
Dance Studio								
Day Care Centre								
Equestrian Facilities								
Exhibition Facility								
Fishing Pond								
Fitness Centre								
Gardens								
Golf Facility: 18 hole course								
9 hole course								
driving range								
Gymnasium								
Heritage Site								
Horseshoe Facility								
Lawnbowling Facility								
Library								
Meeting Room								
Model Airplane Facility								
Motocross Track								
Multicultural Centre								
Museum/Interpretive Centre								
Music Rehearsal/Teaching Facility								
Parking								
Participark								
Performing Arts Facility								
Picnic Grounds								
Playgrounds: special								
pre-school								
elementary								
Rollerskating Rink								
Running Track								
School: Public Elementary								
Public K-9								
Public Junior High								
Public Senior High								
Separate Elementary								
Separate K-9								
Separate Junior High								
Separate Senior High								
Special								
Senior Citizen's Centre								
Shuffleboard Facility								
Skateboard Park								
Skating Pond								
Skating Rink								
Skiing Facility								
Snowmobile Area/Access								
Speedskating Oval								
Sportsfield: Class "A"								
Class "B"								
Class "C"								
Stadium								
Swimming/Wading Pool								
Tennis Court								
Trail								
Washroom/Warming Hut								

FIGURE 22
FACILITY GUIDELIN

6.0
ENVIRONMENT

6.0 ENVIRONMENT

Environment may be defined as all natural or manmade resources that impact the ecological and social well-being of the Red Deer community. Resources include all elements of water, air, land, wildlife, vegetation, and resulted ecosystems, development of facilities, and personal development programs and sessions. The operations and management of the Community Services Division affects the City's "environment" in many ways.

6.1 CITY POLICY FRAMEWORK

The City's policy regarding the environment is outlined in the Vision 2020 vision statement, approved by City Council, which defines Red Deer as:

- "a community with a unique natural environment preserved and enhanced by careful community planning.
- a community which reflects high standards in terms of the quality of life."

The policy document also includes the following planning principle and guidelines for environmental management.

"Planning Principle #2

The preservation of Red Deer's unique natural environment and the demonstration of leadership in environmental management.

To achieve this, The City will:

- 2.1 Maintain Red Deer as a community characterized by its natural setting.
- 2.2 Maintain The City's leading role as an aesthetically pleasing City through such initiatives as the "greening" of major transportation routes, preservation of natural areas, setbacks and development standards and signage requirements. This will be achieved through direct City involvement in cooperation with private industry and community agencies.
- 2.3 Position The City as a leader in environmental management of the community including all municipal infrastructure and services such as waste management, major utilities, pest and weed control, park management and environmental education.
- 2.4 Maintain and expand Waskasoo Park as a major focal point for recreation in the community with linkages to the downtown and all city neighbourhoods.

2.5 Preserve and enhance heritage resources as an integral component of the community and develop long term plans for the preservation and interpretation of heritage resources."

It is recommended that the Community Services Division review all existing and proposed policies, programs, and facilities in the context of these guidelines.

- The Community Services Division should review all existing and proposed policies, programs, and facilities in the context of the guidelines for environmental management outlined in the Vision 2020 policy document.

6.2 ENVIRONMENTAL ADVISORY BOARD

In 1990, the City recognized the need to address the increasing number of environmental issues which affect most areas of the municipal operation. It consequently established an Environmental Advisory Board, in terms of Bylaw #3020/90.

The Board consists of seven members including a City alderman, a representative from either School Board, a representative from the Red Deer Chamber of Commerce, a representative from a registered environmental society in Red Deer, and three citizens-at-large. The technical advisors to the Board include the Director of Engineering Services, the Director of Community Services, the Director of the Red Deer Regional Planning Commission, and representatives from the Red Deer Regional Health Unit and Alberta Environment. The Parks Department is responsible for the administration of the Board.

The bylaw outlines the duties and responsibilities of the Board, which include the following:

- "- To review and recommend to Council environmental policies and initiatives.
- To act as a liaison and coordinating body with existing environmental societies and organizations, as required, to direct their concerns and inquiries to the appropriate City department, Council, or other legislative body.
- To assist and make recommendations with respect to conducting public meetings and workshops, as required, on environmental issues, to provide a forum for residents to share or express concerns, suggestions or inquiries.
- To act as a liaison with City departments and advise Council on potentially sensitive environmental issues.

- To act as a liaison and coordinating body to consider and make recommendations on environmental initiatives by provincial or federal agencies.
- To provide comments, as required, on various ongoing environmental public education programs.
- To review major planning documents and development proposals which may have environmental implications; as may be referred by the Commissioners to the board.
- To act as a liaison with the private business sector to provide information on new environmentally related operational or development procedures."

The Community Services Division and its departments should work closely with the Environmental Advisory Board in identifying environmental problems and recommending environmental policy.

- The Community Services Director or his designate should act as a technical advisor to the Environmental Advisory Board and identify items within the Division's mandate which should be reviewed by the Board.
- The Parks Department should continue to be responsible for the administration of the Environmental Advisory Board and ensure compliance with the Environmental Advisory Board Bylaw.

6.3 FEDERAL AND PROVINCIAL LEGISLATION

There is a large body of legislation at the federal and provincial level, which affects the environment and provides a legal framework for any municipal initiatives. Both levels of government are attempting to simplify the legislation and develop new initiatives for the cleanup and protection of the environment. The two most important initiatives now underway are:

- Canada's Green Plan for a Healthy Environment
- Alberta's Environmental Protection & Enhancement Legislation

6.3.1 CANADA'S GREEN PLAN

Canada's Green Plan was adopted and released by the federal government in 1991. It is a Five Year Action Plan that will be reviewed annually. The Government of Canada has approved the allocation of an additional \$3.0 billion over the next five years for the implementation of the proposals. Combined with existing programs the government has proposed to allocate approximately \$10 billion for the first five years of the plan.

The overall goal of the plan is to "accelerate our progress in sustaining our environment and our economy". The plan endorses the new concept of sustainable development which is defined as follows:

"Sustainable development is a new way of looking at what we do and how we do it. It means integrating the demands of our economy with the ability of our environment to sustain us today and for future generations". (Green Plan Summary pg. 2).

The Green Plan includes seven main goals and more than 100 specific initiatives. The goals, together with the new financial commitment, may be summarized as follows:

- Goal 1: Clean Air, Water and Land	\$850 million
- Goal 2: Sustainable Use of Renewable Resources	\$350 million
- Goal 3: Protection of Our Special Spaces and Species	\$175 million
- Goal 4: Preserving the Integrity of Our North	\$100 million
- Goal 5: Global Environmental Security	\$575 million
- Goal 6: Environmentally Responsible Decision Making	\$500 million
- Starting in our Own House	\$275 million
- Goal 7: Emergency Preparedness	<u>\$175 million</u>
- TOTAL	\$ 3.0 billion

The City Environmental Advisory Board has been delegated the task of preparing a City response to the Green Plan and has requested input from a number of local societies and agencies. It is clear that a large number of initiatives are at a global, national, and provincial level. However, the following initiatives could have direct implications for the City.

- Increase support for new waste reduction, recycling, and re-use technologies.
- Complete regulations and guidelines for the safe management of hazardous waste.
- Extend support for new technology to destroy, reduce, recycle, and re-use hazardous waste.
- Increase support for water quality research enhancement programs with the aim of reducing water pollution by pesticides, new trends from fertilizers, manure and other wastes.
- Increase support for research programs into integrated pest management and biological and other alternative pest control methods.
- Issue a final report on revising the pesticide regulatory process.
- Adopt the federal policy on Wetland Conservation, elements of which include a system of secured wetlands of national importance.
- Increase financial assistance to other governments and organizations for nationally important historic sites.
- Support additional staff training in historical resource protection.

- Launch a community participation program to plant 325 million trees over five years in rural areas, cities, and towns nation wide to help absorb carbon dioxide.
 - Provide funding to help environmental and other non-government organizations organize multi-stakeholder conferences on environment related subjects.
 - Extend the life of the Environmental Partners fund and expand the eligibility criteria to include non-formal environmental education initiatives.
 - Expand the Canadian Environment Week program to promote a stronger environmental vision across Canada.
 - Establish the Canadian Environmental Citizenship Program to promote public awareness and participation relating to environmental issues.
- The City should endorse the concept and definition of "sustainable development" as outlined in the Green Plan.
 - The Community Services Division should make recommendations to the Environmental Advisory Board regarding how specific initiatives in the Green Plan relating to community services, might be implemented at the municipal level.
 - The Environmental Advisory Board should review the Green Plan in detail and make recommendations to City Council on how it might respond to and take advantage of the specific initiatives now underway.

6.3.2 ALBERTA'S ENVIRONMENTAL PROTECTION AND ENHANCEMENT LEGISLATION

Alberta's environmental legislation and supporting regulations are now being substantially updated and revised in order to better protect the environment. This process includes the following two major initiatives:

- The development of the new Environmental Protection and Enhancement Act (1991, Bill 53).
- The development of new regulations to support the Act.

The drafting of the new Environmental Protection and Enhancement Act was begun in the spring of 1990, and included a limited opportunity for public input. A first draft of the Act was initially tabled in the Legislature in June 1990. During the fall of 1990, the Environmental Legislative Review Panel held public meetings and obtained suggestions and comments on the draft legislation. The Act was subsequently redrafted and given first reading in the Legislature in June 1991. Final proclamation is expected in 1992.

The proposed Act attempts to create an integrated scheme of environmental legislation which will replace and consolidate the following existing legislation:

- Agricultural Chemicals Act
- Beverage Container Act
- Clean Air Act
- Clean Water Act
- Ground Water Development Act
- Hazardous Chemicals Act
- Land Surface Conservation and Reclamation Act
- Litter Act
- Department of Environment Act (revisions only)

The purpose of the Act is "to support and promote the protection, enhancement and wise use of the environment" while recognizing the following:

- "(a) the protection of the environment is essential to the integrity of ecosystems, human health and the well-being of society;
- (b) the need for Alberta's economic growth and prosperity in an environmentally responsible manner and the need to integrate environmental protection and economic decisions in the earliest stages of planning;
- (c) the principle of sustainable development, which ensures that the utilization of resources and the environment today does not impair prospects for their use by future generations;
- (d) the importance of prevention or mitigation of the environmental impacts of policies, programs and decisions and development activities;
- (e) the need for Government leadership in areas of environmental research, technologies and protection standards;
- (f) the shared responsibility of all Alberta citizens for ensuring the protection, enhancement and wise use of the environment through individual actions;
- (g) the opportunities made available through this Act for citizens to provide advice on decisions affecting our environment;
- (h) the responsibility to work co-operatively with other provinces, the territories and the Government of Canada to prevent and minimize transboundary environmental impacts;
- (i) the responsibility of polluters to pay for the costs of their actions;
- (j) the important role of comprehensive and responsive action in administering and enforcing this Act."

Elements of the proposed Act which are of particular interest to municipalities are as follows:

- Part 1: Administration

The Act sets up an administrative framework for environmental management in Alberta. In terms of this section, the Minister is given the power to delegate to a municipality any or all of the powers and duties of the proposed legislation. In addition, the Minister may, by written agreement or legislation, transfer the administration of provisions in the Act to municipalities.

- Part 2: Environmental Assessment Process and Approvals

The Act makes provision for a Provincial Environmental Impact Assessment (E.I.A.) approval procedure. In terms of this section, all projects undertaken by any person, including municipalities, must undergo a review to assess the potential adverse environmental impacts of the project. Depending upon the size of the proposed project, and its potential for negative environmental impact, a proposed project may be subject to a brief review or to a full scale public hearing.

- Part 3: Environmental Appeal Board

The Act establishes an Environmental Appeal Board, appointed by the Lieutenant Governor in Council.

- Part 4: Release of Substances

The Act provides for the regulation and control of the release of contaminants into the environment.

- Part 5: Conservation and Reclamation

The Act provides for the conservation and reclamation of land used for a variety of commercial industrial purposes.

- Part 6: Water Wells

The Act is designed to establish standards for water wells. The regulation of water wells may include requirements for record keeping, reporting, sampling, testing and decommissioning of wells.

- Part 7: Potable Water

The Act is designed to regulate the quality of drinking water in municipal water distribution systems, water treatment plants and storage facilities. The authority of the Province extends to the issuance of an E.P.O. which may require a municipality to undertake whatever measures the Province deems necessary to ensure drinking water quality.

- Part 8: Waste Minimization and Recycling

The Act promotes the minimization of waste, particularly through recycling programs. In terms of this legislation, the Lieutenant Governor in Council may make regulations requiring the municipalities to recycle designated materials and requiring retailers to pay for the return of certain materials.

- Part 9: Waste Management

The Act provides for the regulation of the disposal of waste and hazardous waste. Municipal waste facilities will continue to be governed by the Public Health Act.

- Part 10: Hazardous Substances and Pesticides

The Act provides for the regulation of the use, handling and disposal of hazardous substances and pesticides.

- Part 11: Enforcement

The Act sets out a wide range of administrative and judicial procedures to ensure compliance with the legislation.

It is clear that this new legislation will have a far reaching effect on many aspects of municipal operations. However, the Act primarily provides the legislative framework and outlines the Government's "intent". The new regulations will contain the "rules" which will govern a wide range of activities, from water well drilling to conservation and reclamation procedures, to the guidelines for environmental impact assessments.

There are at present 39 Provincial regulations which relate to the Act - some of which have been in effect for almost 20 years. The Government is now in the process of developing new comprehensive regulations in terms of the Act. These regulations are scheduled for submission to Cabinet in 1992. A Regulatory Review Process has been designed to allow time for public input following the release of the draft regulations in the fall of 1991. It is considered that the City Environmental Advisory Board should give its highest priority to participating in this process and bringing forward comments and

recommendations to City Council. The comprehensive review of environmental legislation will provide direction to the Government for the next 10 to 20 years.

- The Community Services Division should make comments and recommendations to the Environmental Advisory Board regarding how the specific legislation, in terms of the Environmental Protection Enhancement Act, may affect municipal jurisdiction and operations.
- The Environmental Advisory Board, together with its technical advisers, should give a high priority to participating in the Regulatory Review Process for the development of new environmental regulations in terms of the Environmental Protection and Enhancement Act, and bring forward comments and recommendations to City Council.

6.4 ENVIRONMENTAL ASSESSMENT

Canada's Green Plan and the Provincial Environmental Protection and Enhancement Act, both endorse the concept of "sustainable development". Although this concept is defined in several ways, it essentially refers to an integration of the demands of economic development in environmental preservation. This concept is also outlined in the Vision 2020 policy document which includes the following guideline:

"3.1 Foster economic development, while conserving resources and promoting the health of the individual, the community, and the ecosystem."

At a provincial level, the Environmental Protection and Enhancement Act outlines the procedure for undertaking environmental impact assessments of major projects throughout the province. However, the implications of this process will be defined in more detail in the regulations which are now being prepared.

At the municipal level, the Environmental Advisory Board has been delegated the task of "reviewing major planning documents and development proposals which may have environmental implications". However, there is obviously a need to develop a procedure by which these environmental implications are assessed at the municipal level. It is, therefore, proposed that the Environmental Advisory Board, together with its technical advisers, develop a procedure and policy for undertaking environmental impact assessments (E.I.A.) of major planning documents and development proposals at the municipal level. This policy should address the need to balance the demands of economic development and environmental protection.

- The Community Services Division should make comments and recommendations to the Environmental Advisory Board regarding the establishment of a policy and procedure for determining when environmental impact assessments are required.
- The Environmental Advisory Board, together with its technical advisors, should develop a policy and procedure for undertaking environmental impact assessments of major planning documents and development proposals at the municipal level and bring forward recommendations to City Council.

6.5 ENVIRONMENTAL MASTER PLAN

It is clear that there are a wide range of environmental initiatives now underway at the Federal, Provincial and Municipal level. These include Canada's Green Plan for a Healthy Environment, Alberta's new Environmental Protection and Enhancement legislation, the Vision 2020 Policy Document, as well as environmental proposals in this Master Plan. The City's Environmental Advisory Board has been delegated a wide range of duties and responsibilities relating to the environment. However, the Board's mandate is so broad that a unifying document is required to integrate and prioritize the various initiatives and proposals.

It is proposed that an Environmental Master Plan be prepared for the City, under the direction of the Environmental Advisory Board and its technical advisors. This Master Plan should be prepared following the adoption of the Province's environmental protection and enhancement legislation, and should be based on the following objectives:

- To integrate and prioritize the various environmental initiatives being undertaken by the City.
- To make recommendations on how the Vision 2020 planning principles and guidelines relating to the environment should be implemented.
- To make recommendations on how the City should respond to Federal and Provincial environmental initiatives.
- To coordinate the activities of the various City departments and agencies which deliver environmental education programs and services on behalf of the City.
- To provide an opportunity for public input in developing environmental policy.

- To provide direction to the Environmental Advisory Board in developing its short, medium and long-term priorities.
- To develop criteria for establishing an ecospace classification and inventory system, which augments the existing parkland inventory.
- The City should undertake a public survey/questionnaire to determine public awareness, understanding, and participation in environmental programs and services.
- The City should prepare an Environmental Master Plan to integrate and prioritize the various environmental initiatives being undertaken by the City. This Master Plan should be prepared under the guidance and direction of the Environmental Advisory Board and its technical advisors.

7.0
PROGRAMS

7.0 PROGRAMS

For the purposes of this Master Plan, Programs are defined as specific services, courses of instruction or opportunities for participation, competition, or enjoyment. Community services programs relate to the major areas of recreation, culture, parks, environment, and social planning.

7.1 GENERAL PROGRAM GUIDELINES

The City's overall direction for community services programs is outlined in the Vision 2020 policy document, which includes the following planning principle:

"Planning Principle #5

The provision of a balanced and diverse range of social, education, health, recreation, and culture opportunities.

In the delivery of community services, the city shall assess the evolving needs and identify the most appropriate mechanisms for service delivery. As a general principle the City shall not deliver a service which could be effectively delivered by a community agency or the private sector or is the responsibility of another level of government."

The majority of program objectives relate to the specific departments within the Community Services Division. However, an inter-departmental task force was established to develop general program guidelines in four key areas.

- Service Delivery
- Volunteerism
- Fiscal Management
- Integration of Persons with Disabilities

These guidelines are described in the following sections.

7.1.1 SERVICE DELIVERY

The task force identified five mechanism for service delivery which may be defined as follows:

- Facilitation

Facilitation may be defined as utilizing the philosophy of community development to assist non-profit groups in the coordination, planning, development, and problem solving of a particular program or service. Administration, expertise, and limited financial support may be provided by the department. This method may be used in cases where the organization does

not conform to elements of departmental philosophy. However, prescribed standards are generally followed.

Present examples of programs delivered through facilitation are:

Recreation & Culture	:	Allied Arts Council Programs
Social Planning	:	Community Services Network

- Contracting Out

Contracting out may be defined as the establishment of an agreement or contract with a non-profit or for-profit group or individual whereby a program is delivered in exchange for funding and support as per expectations and standards prescribed by the department.

Present examples of programs delivered through contracting out are:

Recreation & Culture	:	Operation of Community Shelters
Social Planning	:	All F.C.S.S. projects and programs

- Direct Service

Direct service may be defined as the direct involvement of a department in the planning, development, and implementation of a program or service including the provision of manpower, content, and funding.

Present examples of programs delivered through direct service are:

Recreation & Culture	:	Aquatic Programs
Parks	:	Horticultural Advisory Service
Social Planning	:	Program Administration

- Co-venture

A co-venture may be defined as a partnership or joint venture whereby the responsibility of planning, delivery and funding is shared between the department and a private organization which may be non-profit or for-profit. All partners subscribe to the same standards and recognition for delivery is shared.

Present examples of programs delivered through co-venture are:

Recreation & Culture	:	7 Sundays in the Park
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- Sponsorship

Sponsorship may be defined as the augmentation or complete funding of a program whereby the responsibility for service delivery is not shared by the sponsor but remains with the respective department. Sponsorship may come from the public or private sector and public recognition is usually given.

Present examples of programs which are delivered through sponsorship are:

Recreation & Culture	:	Kinsmen Public Skating Program
Parks	:	Mosquito Control Program

In the context of the above definitions, the division's goal relating to service delivery is as follows:

- The Community Services Division shall determine the appropriate method of service delivery with special attention being given to the advantages and disadvantages of each delivery mechanism. The **most efficient** and **effective** mechanism should be used to reach the prescribed objective considering resources and benefits of involvement by the community and ensuring the standards and image of the division and its departments are not compromised.

In achieving this goal, the division shall adhere to the following operating principles:

- The division should assess community need and endeavour to ensure a broad range of programs and facilities are available to the community and will identify the appropriate method or means of delivery or management to be utilized.
- The division should in general **not** directly deliver or operate a program or facility similar to one operated by the private for-profit or non-profit sector unless, through the assessment of a service, it is identified that:
 - A balance between private/public sector involvement is considered necessary.
 - Direct service delivery will be more cost-effective.
 - An affordable rate for the service cannot be negotiated.
 - Direct service delivery will allow all segments of the community more satisfactory physical and/or psychological accessibility to a given service.
 - Community Services Division or its department standards are not being followed/met. In the context of this statement, standards are to include specifications and policies of the City and the division and/or its departments relating to issues such as safety, environmental and social concerns.

- The terms of the collective agreement may be breached.
- The division should undertake a cost analysis of the various forms of program delivery and ensure that adequate management costs are included for services not delivered directly.

7.1.2 VOLUNTEERISM

Historically, volunteers have played a major part on all Community Service boards and committees. The Recreation & Culture, Social Planning, and Parks Departments have all had an historic dependency on volunteers. The Recreation & Culture Department has had a very high profile and long history in providing direct program services, led by volunteers, with all "direct" programs being taught by volunteer instructors, with many positive benefits. However, an objective review of current policy has indicated that dedication to use only volunteers in direct program delivery, has occasionally resulted in concessions to program delivery by limiting or curtailing program delivery, compromising program quality, and by influencing decisions to deliver programs through contracts which allow paid leadership.

Volunteer service in the community helps build an identity, a feeling of working together, and a loyalty to the community. Volunteers have become "ambassadors" for the division and the various departments and has allowed us to offer more extensive programming or equal programming at lesser costs. In addition to these benefits, volunteerism has benefited the individual by providing opportunities for positive self-image development, empowerment of the individual in other aspects of their lives, personal satisfaction, and fulfilment.

As with any delivery type, there are, of course, some limitations. It is possible that the focus and emphasis on volunteers and volunteering may obscure the primary reason for offering a program or service, and may jeopardize the quality or quantity of the program. Likewise, the push for volunteers may only be based on a desire to save money, without attaching appropriate support structures for these volunteers. Without proper training and supervision, the volunteer may have a bad experience, resulting in becoming turned off to volunteer service, damage to self-concept or self-esteem, or damage to the reputation of the sponsor.

Volunteerism in the community and, in particular, the *Community Services* Division was analyzed by an inter-departmental task force. The ultimate goal was declared "to provide quality programs and services at affordable prices, utilizing qualified and competent volunteer leaders." In addition, the following working definitions were developed:

- Volunteer

A person who agrees to undertake a task or perform a service without the expectation of financial gain or reward.

- Volunteerism

The utilization and management of volunteers in the provision of programs or services.

In the context of the above definitions, the Division's goal relating to volunteerism is as follows:

- The division acknowledges the value in and benefits of volunteerism to the individual, the organization, and the community at large and are committed to providing, when and where appropriate, the opportunity to volunteer. The goal is to create an atmosphere throughout the community that encourages volunteerism and resources necessary to support volunteerism will be committed.

In achieving this goal, the division shall adhere to the following operating principles:

- The division should promote volunteerism through positive reinforcement within the community. To achieve this objective the division shall:
 - Promote the benefits of volunteerism through public education.
 - Encourage support systems which aid the community and organizations in developing volunteerism, such as the Community Information & Referral Service (CIRS)/Volunteer Referral Centre.
 - Involve volunteers in planning and delivery of programs and services.
 - Recognize publicly the volunteers, their accomplishments, and the benefits to the Division and the community.
- The division should provide opportunities for volunteers to undertake a task or service, when and where appropriate, which provides benefits to the community, the organization, the division, and the individual. In achieving this objective the division shall:
 - Identify the benefits and limitations of volunteer service to the community, organizations, the division, and individual volunteers.
 - Establish guidelines to evaluate service delivery and establish the appropriate involvement of volunteers.
 - Evaluate the past and current use of volunteers in the delivery of programs and services.
 - Recruit and match volunteers to appropriate positions.

- Each department should provide support for the volunteers to effectively complete the task or service by:
 - Identifying volunteer manager or support staff for volunteers.
 - Defining volunteer management standards and guidelines.
 - Identifying necessary volunteer management resources.
 - Applying volunteer management standards equitably and fairly.
 - Recognizing individually and personally the contributions of each volunteer.

- Each department should regularly evaluate the appropriateness of volunteer service through:
 - Developing new program evaluation tools.
 - The regular review of volunteer management practices to ensure procedures and standards are appropriate.
 - Adjusting program delivery methods annually as appropriate.

- The division should provide a high level of support for each volunteer to provide his/her service in an effective and efficient manner. In addition to the basic volunteer management statement, each department volunteer coordinator will ensure that:
 - Staff are committed to working alongside volunteers; the role of paid staff must include support to volunteers.
 - A job description outlining roles, responsibilities, and final authority accompanies any volunteer position.
 - Each volunteer has an interview/orientation and exit interview, where appropriate.
 - Training opportunities are provided to ensure that each volunteer has the skills and resources to successfully complete their task.
 - Volunteers receive support and supervision through their term of service.
 - A record of each volunteer service is maintained.
 - Each volunteer is recognized for his/her contribution.

7.1.3 FISCAL MANAGEMENT

The Vision 2020 policy requires the departments in the division to assess the appropriate degree of subsidy for all community service programs and facilities and adopt the "user pay principle" where appropriate. It is also necessary for the departments to regularly evaluate the cost/benefits of all programs to ensure that limited financial resources are best utilized.

In the context of the above, the division's goal relating to fiscal management is as follows:

- The Community Services Division shall assess the appropriate degree of financial support or subsidy for all community service programs and facilities, reflecting the "user pay" principle where appropriate. Programs and services shall be subject to regular evaluation, bearing in mind the cost/benefit to the community.

In achieving this goal the division and its departments shall adhere to the following operating principles:

- Each department within the division should maintain a fees and charges policy that shall address:
 - Which programs and services shall be made available free of charge.
 - Which programs and services shall be subsidized, and the identification and rationale for the level of services to be provided.
 - Which programs and services shall be provided on a fully user-pay basis.
 - Which programs and services shall generate a profit.

Where common services/facilities are being offered, an attempt should be made to ensure consistency throughout the division and associated agencies.

- Each department within the division should actively seek sponsorship for specific programs, services, and facilities provided that:
 - Each opportunity is assessed on its merits, bearing in mind the potential to create an expectation in the community which cannot be met on an ongoing basis.
 - The sponsorship does not alter priorities.
 - The City and department standards and image are not compromised by the nature of the specific sponsor.
- The division should commit itself to regular evaluation of the merits of each program or service in comparison with the demand for new initiatives in response to community need. Such reviews should be undertaken at intervals of no more than three years. This is a process by which every aspect of the budget is justified and re-evaluated according to an agreed upon set of criteria.
- The division should identify management and *maintenance costs* at the initiation of all new programs. Approval of these funds should be obtained prior to the commencement to ensure that these costs do not detrimentally

affect the funding of existing programs which might have to be cut to accommodate additional costs.

- The division should review the present seasons of operation of its programs and facilities to identify an appropriate balance between cost-effectiveness and service in relation to perceived public need.
- Each department within the division should prepare and maintain a policy manual. Administrative policies with financial implications should be reviewed during the preparation of the annual budget.

7.1.4 INTEGRATION OF PERSONS WITH DISABILITIES

The impetus of the Brassard Report and the Premier's Council on the Status of Persons with Disabilities prompted the senior administration of The City of Red Deer to develop a municipal strategy to promote the positive integration of persons with physical and mental disabilities in programs and services in the community. The recommendations in the strategy were approved by City Council in June 1991.

The concept of disability is defined by the World Health Organization as "any restriction or lack ... of ability to perform an activity in the manner of within the range considered normal for a human being". The municipal strategy attempts to remove some of the disadvantages faced by persons with disabilities.

In the context of the above definition, the division's goal relating to the integration of persons with disabilities is as follows:

- The Community Services Division shall actively seek to encourage and support the integration of persons with disabilities into the corporation and into the community.

In achieving this goal, the division and its departments should adhere to the following operating principles:

- The division should focus on the integration of persons with disabilities in all aspects of its mandate.
- The division should advocate for the necessary support and funding with other levels of government so that persons with disabilities can be integrated into the community.
- Each department within the division should review its mandate to ensure that persons with disabilities are able to have access to and use all the services contained within its mandate.

- Each department within the division should continue to ensure that new facilities are barrier-free and that existing facilities be renovated to become barrier-free to the extent possible.
- Each department within the division should seek innovative ways to create opportunities so that persons with disabilities can be employed within their department.
- Each department within the division should schedule public meetings in facilities which are barrier-free and all advertising for such public meetings will include information on accessibility.
- Each department within the division should identify staff whose contact with the public necessitates participation in training sessions on individual needs of persons with disabilities and will encourage their participation in training sessions.
- Each department within the division should incorporate the specific recommendations of the Municipal Strategy on Integration into its planning.

7.2 RECREATION & CULTURE PROGRAMS

As outlined in Section 1.3, the mission statement for the Recreation & Culture Department is as follows:

"To work with the citizens of Red Deer in providing a diverse range of Recreation and Culture programs, services, and facilities thereby enhancing both individual and family well-being."

Within the context of the above mission the Recreation & Culture Department is organized into the following four sections with the responsibility for the implementation of specific programs and services.

- Administration
- Facilities
- Recreation Services
- Culture Services

The policy directions for each of these sections are outlined below.

7.2.1 ADMINISTRATION

The administration section provides support services to the other sections of the department in the areas of clerical services, grant administration, and budget preparation and control. It ensures that the receipt and disbursement of department funds is made in accordance with City policy, procedures, and approved budgets.

The section assumes prime responsibility for the department's computer equipment and programs. In 1989 the department initiated a computerization program known as "CLASS". The first phase, which includes all facility bookings, has now been fully implemented and has proved to be efficient and cost-effective. It is proposed that the next phase will be a program registration component followed by a facility maintenance module. The system should also be expanded to provide major facilities with terminal access to booking schedules.

The section is responsible for coordinating all program registration, which was moved from City Hall to the Recreation Centre in 1989. *The move enabled the introduction of an improved seven-day services with extended hours which has been very well received by the public.* It is proposed that the section continue to review alternate methods of facility booking and program registration, including call-in bookings, and the utilization of credit cards.

The office administrator is responsible for the planning of office accommodation at the Recreation Centre and at other locations. It is proposed that the department consider the relocation of a number of staff to district facilities in the

future and that the existing office space be renovated to better accommodate the needs of the department. No expansion of the facility is proposed.

The Recreation & Culture Department is responsible for the administration of the Recreation, Parks and Culture Board. The board is established in terms of the Recreation, Parks and Culture Bylaw (Bylaw No. 2872/85) and comprises nine members, including a City alderman. The bylaw outlines the board's powers and duties, which include the following critical objectives:

- "- To act in an advisory capacity to Council on all matters pertaining to Recreation, Parks and Culture, and the Council shall normally refer all such matters to the board for their consideration and recommendation.
- To recommend to Council policy, and procedures pertaining to equipping staff and operating and maintaining parks, public playgrounds, athletic fields, recreation centres, and other recreation and culture facilities owned or controlled by the City."

The board is also responsible for making recommendations to City Council on the budgets for the Recreation & Culture and Parks Departments and the G.H. Dawe Management Board. A Cultural Advisory Committee is appointed to advise the board on cultural issues, and revise and update the cultural policy on a regular basis.

- The Recreation & Culture Department should continue to administer recreation and culture grant programs, in accordance with guidelines established by the Recreation, Parks and Culture Board.
- The Recreation & Culture Department should give a high priority to the expansion of its "CLASS" computer system to include a program registration component and a facility maintenance module. The system should also be expanded to provide major facilities with terminal access to booking schedules.
- The Recreation & Culture Department should continue to review methods of collecting revenue for facility bookings and program registration so as to provide the citizens of Red Deer with a cost-effective and convenient service.
- The Recreation & Culture Department should consider the future relocation of some program staff to district facilities and the renovation of the existing office space to better accommodate its needs.
- The Recreation & Culture Department should continue to be responsible for the administration of the Recreation, Parks and Culture Board and ensure compliance with all aspects of the Recreation, Parks and Culture Bylaw.

- Recreation & Culture Department should continue to maintain a cultural policy, to be reviewed annually by the Cultural Advisory Committee.

7.2.2 FACILITIES

The Facilities Section provides for the planning, management, and operation of all recreation and culture facilities. It also provides consulting services and assistance to a number of societies and boards, which are responsible for the operation and maintenance of City community services facilities. Assistance is provided in areas such as preventative maintenance, life cycle budgeting, and energy management. The section is also responsible for the supervision and management of all contract operations within its facilities.

The section assumes prime responsibility for the updating of the Division's 10-Year Facilities Management/Maintenance Plan, which is described in detail in Section 4.5. The plan provides a detailed projection of maintenance costs for all City buildings administered by the Community Services Division.

Since 1987, the section has developed a detailed policy manual for all recreation and culture facilities. It is now in the process of preparing operations manuals for each facility, which can be used in staff orientation and in preventative maintenance facility checks.

- The Recreation & Culture Department should continue to provide consulting services and assistance to a number of societies and boards which are responsible for the operation and maintenance of community service facilities. Such assistance should be provided on a cost-recovery basis.
- The Recreation & Culture Department should continue to assume prime responsibility for the annual updating of the Division's 10 year Facilities Management/Maintenance plan.
- The Recreation & Culture Department should continue to maintain a policy manual for all City recreation and culture facilities.
- The Recreation & Culture Department should give a high priority to the completion of operations manuals for each of its facilities to be used for staff orientation and preventative maintenance facility checks.
- The Recreation & Culture Department should continue to give the highest priority to maintaining staff training and emergency procedures at each of the facilities it operates.

7.2.3 RECREATION & CULTURE SERVICES

The Recreation and Culture Services sections in the department are each headed by a superintendent and include a number of program supervisors and monitors.

The Recreation Services Section includes units for community recreation development, aquatic programs, and two athletic programs. The culture services section includes units for community culture development and visual and performing arts programs. Both sections exist to provide a diverse range of programs and services that in turn enhance both individual and family well being. This is achieved by direct program delivery and by encouraging the establishment of opportunities by other agencies, groups, and individuals. Over the last five years the department has substantially increased the proportion of services which are delivered through facilitation. This is due to the need for fiscal restraint and a recognition that greater ownership/responsibility can be transferred in this way.

The policies for recreation and culture services are described in the following categories:

- Service Delivery
- Program Leadership
- Integration
- Marketing and Promotion
- Special Events
- Fees and Charges

Service Delivery:

The sections are heavily involved in both direct service delivery and facilitation. The department's involvement in direct program delivery has been primarily limited to casual "drop in" programs and "learn-to" or "participate in" programs that appeal to a broad cross-section of the community. Elite training and professional types of activities have generally been left to other organizations and interest groups in the community. The department gives assistance to these groups, where possible, to ensure that a complete range of activities is available.

Program Leadership:

The sections have in the past relied almost exclusively on volunteer program leadership. Departmental policy prevented any form of direct program delivery where volunteer leadership was not available. In developing this Master Plan, an inter-departmental task force concluded that the Division's first priority should be to ensure the delivery of appropriate programs and services. Consequently, it is proposed that the Recreation & Culture Department review and identify the

"appropriate" use of volunteers for program leadership. Volunteerism remains the preferred method of program leadership for both sections. However, it is proposed that a more flexible approach to program leadership be adopted in the future.

Integration:

The Recreation & Culture Department is committed to eliminating barriers, which inhibit or preclude the participation of individuals in recreation and culture activities. Barriers may be socio-economic, age, cultural or physical or mental disabilities. It is considered that all reasonable steps should be taken to ensure that a range of services is as accessible as possible to all citizens.

The City has adopted a policy for the integration of persons with physical and mental disabilities. In this respect it is proposed that both sections review their programs and undertake specific initiatives to meet these objectives. Staff of volunteer program leaders should be provided with training to become more knowledgeable about the disabled and the potential for integration. Priority should also be given to identify the needs of new Canadians in the community.

Marketing and Promotion:

The Recreation & Culture Department does not have an overall marketing plan, even though there are many initiatives to promote public awareness and generate revenue. Promotional materials are generally designed for a specific purpose with limited integration with other resources. Consequently, there are inconsistencies, uncoordinated images, messages, and presentations.

It is considered that the Department should place a higher emphasis on marketing its programs and services. It is proposed that a private sector consultant be hired to prepare a comprehensive marketing plan and that the City approve an annual promotional budget for the department. It is considered that both these initiatives would be cost-effective in the short term.

Special Events:

Special events are high impact, high profile short term activities which are usually linked to a specific date (e.g. Family Day, Canada Day). These events usually have a specific theme and are stand-alone activities.

It is considered that the Recreation & Culture Department should give a higher priority to special event programming and identify a specific budget for this purpose.

Fees and Charges:

The Recreation & Culture Department is concerned with keeping fees and charges to a minimum in order not to inhibit participation. However, it also recognizes the need for fees to strengthen participant commitment and to generate revenue in order to expand programs to meet community need.

The department rationale for fees and charges is outlined in a fees and charges policy, which is updated annually and approved by the Recreation, Parks and Culture Board and City Council. In terms of this policy, "basic" recreation and culture program opportunities are available at nominal cost to the broad cross-section of the community.

The Recreation & Culture Services sections have, in the past, operated programs which recover the full cost of basic program supplies and a portion of facility costs. However, no attempt has been made to recover the cost of full-time staff involved in administration and coordination except through a 10% surcharge added to the registration fee. It is proposed that this surcharge be increased to 15% in the future.

- The Recreation & Culture Department should acknowledge its primary market as being the "masses" as represented by the broad cross-section of the Red Deer Community.
- The Recreation & Culture Department should continue to put its emphasis on casual, drop-in, learn to, or participate-in programs that appeal to a broad cross-section of people.
- The Recreation & Culture Department should continue to deliver decentralized programming, occurring primarily at the district centres and to the degree feasible at neighbourhood centres.
- The Recreation & Culture Department should work with the Towne Centre Association to provide increased recreation and cultural opportunities in the downtown.
- The Recreation & Culture Department should continue to allow flexibility in program locations as the city continues to grow and as community life cycles continue to change.
- The Recreation & Culture Department should use schools extensively as venues for program services. The school system should also be used as partners in the delivery of school-age child programs.
- The Recreation & Culture Department should continue the policy of completing program evaluations at the termination of each program in order

to measure participant and/or parent satisfaction. Program standards should be developed and maintained within each program unit.

- The Recreation & Culture Department should explore and experiment with programs in order to maximize the accessibility to program opportunities as well as the choice of programs.
- The Recreation & Culture Department should evaluate existing programs and services in order to determine the appropriate use of volunteers. In this respect, the Recreation & Culture Services Sections should annually prepare a program delivery review schedule.
- The Recreation & Culture Department should measure proposed program and service delivery objectives in order to determine the appropriate level of volunteer involvement.
- The Recreation & Culture Department should ensure that adequate resources are in place annually to enable the department to work effectively with volunteers.
- The Recreation & Culture Department should provide opportunities for staff members and volunteer program leaders to become more knowledgeable about the needs of the disabled and become more skilful in accommodating their needs.
- The Recreation & Culture Department should undertake a survey of new Canadians in the community to determine their interests and needs and ensure their integration and participation in recreation and culture programs.
- The Recreation & Culture Department should place a higher priority on marketing and an annual promotional budget should be identified.
- The Recreation & Culture Department should hire a private sector consultant to prepare a comprehensive marketing plan for its programs and services.
- The Recreation & Culture Department should expand special event programming that caters to family participation and a specific budget should be identified.
- The Recreation & Culture Department should continue to prepare a fees and charges policy on an annual basis to be reviewed by the Recreation, Parks and Culture Board and City Council. The department should continue to operate programs and services which recover the full cost of basic program supplies and a portion of facility and administration costs.

- The Recreation & Culture Department should continue to offer "basic" recreation and culture programs and services at a nominal cost to the broad cross-section of the community.
- The Recreation & Culture Department should continue to offer special events that have a very low threshold cost and focus on the family.

7.3 PARKS PROGRAMS

As outlined in Section 1.3, the mission statement for the Parks Department is as follows:

"To work with the citizens of Red Deer in managing a park/open space system and developing programs and services which maintain, preserve, and enhance the built and natural environments which are unique to Red Deer's 'quality of life'".

Within the context of the above mission, the Parks Department is organized into the following four sections with responsibilities for the delivery of specific programs and services.

- Planning and Design
- Open Space and Park Facilities
- Cemeteries
- Biological Services and Weed/Pest Control

The policy directions for each of these areas are outlined in the following sections.

7.3.1 PLANNING AND DESIGN

The Planning and Design Section of the Parks Department is responsible for a number of programs which may be summarized as follows:

Planning and Design Services:

The section is involved in undertaking a wide range of planning and design services for parks projects in the community. However, limited staff is available and the majority of major projects are contracted out to landscape architectural consultants. In this case, staff oversees the work of the consultant, reviews all plans and specifications, and assists in on-site supervision of construction.

All park development is planned and designed in a comprehensive manner including public participation and consultation as an important step in the design process. The section is involved in reviewing all subdivisions and development proposals to ensure that natural and treed areas are preserved, wherever possible, through dedication as Environmental or Municipal Reserve.

Park redevelopment proposals are designed in consultation with local residents, whereas park developments in new areas are planned in accordance with standards outlined in this Master Plan. In addition, comprehensive manuals are maintained and used in preparing park designs and specifications. These include:

Parks Department Standards Manual
 Parks Department Policy & Procedure Manual
 Waskasoo Park Sign Manual
 Waskasoo Park Standards Manual

Public Programs:

Staff in the section conduct a number of public information/participation programs throughout the year. These include Arbour Day, Pitch-In, Environment Week, Adopt-A-Park/Adopt-A-Trail, Thin Ice Awareness, Tree/Yard Care and Backyard Composting. Volunteers and community groups play a major role in delivering these programs.

Garden Plots:

The section is responsible for leasing garden plots to the community at a site along 67 Street adjacent to the tree nursery. Approximately 100 garden plots are rented annually on a rental/cost recovery basis.

Parkland Classification System:

The section is responsible for maintaining a classification system for all publicly owned open space in the community. The 1,694ha of public open space is divided into 10 classifications for maintenance and operational purposes. These classifications are described in detail in Section 3.1 and may be summarized as follows:

Description	Area (hectares)
- High Profile	23
- Standard Park & School Areas	98
- Open Park & Public Open Space	208
- Undeveloped City Lands	165
- Natural Park Areas	41
- Waskasoo Park	579
- Waskasoo Park (Maintained by Boards)	340
- Semi-Public Open Space	221
- Cemeteries	16
- Tree Nurseries	5
TOTAL	1,696

In the context of further developing these programs, the Parks Department shall adopt the following operating principles:

- The Parks Department should actively involve the public in the planning and design of appropriate park construction and redevelopment projects.
- The Parks Department should continue to review all subdivision and development proposals to ensure that natural and treed areas are preserved wherever possible through appropriate dedication of Environmental or Municipal Reserve.
- The Parks Department should plan all neighbourhood and district park sites in accordance with approved City standards and maintain detailed policy and construction standard manuals for this purpose.
- The Parks Department should give a high priority to public information/participation programs relating to environmental issues such as conservation, horticulture, and composting. The department should actively involve volunteers and community groups in the delivery of these programs.

7.3.2 OPEN SPACE AND PARK FACILITIES

This section is involved in the construction and maintenance of all park and open space facilities. The programs are largely operational in accordance with established policies, procedures and standards. The major operational and maintenance programs relate to the following facilities and services:

- Park supervision
- Park construction projects
- Turf management
- Trees and shrubs
- Landscape repairs
- Formal parks and gardens
- Trails and bridges
- Interpretive and directional signage
- Outdoor rinks
- Structures - washrooms and picnic shelters
- Picnic grounds
- Playgrounds
- Sportsfields
- Park furniture - benches and garbage containers

The majority of programs in this section are undertaken directly by City employees. However, a number of areas such as turf and trail maintenance are contracted to the private sector. The rationale for service delivery is outlined in Section 7.1.1.

The section receives a large number of enquiries, complaints, and comments from the general public regarding parks construction and maintenance issues. All comments are reported on Public Contact/Record Sheets and responded to as soon as possible.

The section has identified the need for a more comprehensive Tree Management Strategy. This is required to ensure the health and survival of existing trees and to co-ordinate tree planting initiatives in the future. As part of this strategy, the Parks Department should consider an amendment to the Standard Development Agreement to require additional tree planting along collector roads and within the boulevard area of residential lots.

It is proposed that the section develop a ten-year tree planting plan in conjunction with the Citizens Action Group on the Environment (C.A.G.E.), which coordinates the Trees By 2000 Project. Priority planting locations should recognize areas presently void of trees, areas requiring reforestation and areas requiring underplanting to encourage natural succession. Priority planting locations should recognize areas presently devoid of trees, areas requiring reforestation, and areas requiring underplanting to encourage natural succession. Priority should also be given to the planting of major entry arteries and transportation routes, as outlined in the Vision 2020 policy. In January 1991, City Council approved the "City of Red Deer Building & Landscape Design Standards for Development on Major Entry Arteries". These standards stipulate the degree of landscaping required by new developments along major entry arteries into the city (Gaetz Avenue, 67 Street and 32 Street). It should be noted that tree planting initiatives on public land should only proceed when funds have been allocated for ongoing maintenance.

The section has adopted a policy of "naturalization," by which turf maintenance in park areas is reduced or eliminated. In terms of this policy, there is emphasis on retaining open space in its natural state and allowing natural grasslands, poplar forests, and shrubs to grow into previously mowed areas. This policy is both environmentally sound and cost-effective.

The section has identified a number of escarpments where tree cover has been removed due to roadway or utility improvements. It is proposed that the Department place a high priority on the replanting of these areas with native tree/shrub species. Funding sources such as the Trees By 2000 program and corporate and private donation should be actively pursued.

It is recommended that the Parks Department adopted the following operating principles in relation to open space and park facilities.

- The Parks Department should continue to give a high priority to responding to public enquiries, complaints, and comments regarding park construction and maintenance issues.

- The Parks Department should develop a comprehensive Tree Management Strategy to ensure the health and survival of existing trees and co-ordinate new tree planting initiatives.
- The Parks Department should develop a ten-year tree planting plan, in conjunction with the Citizens Action On The Environment (C.A.G.E.). Priority should be given to the greening of major entry arteries and transportation routes and reforestation of older park areas. Tree planting initiatives on public land should only proceed when funds have been allocated for ongoing maintenance.
- The Parks Department should continue the policy of naturalization by which turf maintenance is reduced or eliminated and natural habitats are retained and/or enhanced.
- The Parks Department should give a high priority to the replanting of escarpments with native tree/shrub species, where tree cover has been removed. Capital and maintenance funding through the Trees By 2000 program and corporate and private donations should be actively pursued.
- The Parks Department, in consultation with the Urban Development Institute, should consider an amendment to the Standard Residential Development Agreement that would require developers to provide tree planting within the boulevard of all major collector roads.

7.3.3 CEMETERIES

The Parks Department manages two cemeteries -- the Red Deer Cemetery and the Alto Reste Cemetery. The management and operational procedures of these cemeteries are regulated through the Provincial Cemetery Act and the City of Red Deer Cemetery Bylaw No. 2952/88/B-91.

The cemeteries are managed to provide a number of reasonable options to the public for placement/burial of the deceased. Options available at this time include:

- Regular burial
- Cremated burial
- Field of Honour
- Infant
- Scattering of cremated remains in common ground
- Columbarium/niches

The cemetery fees include a perpetual care contribution which is charged at the time of all lot/niche sales. The purpose of this contribution is to create an endowment fund, which can be used for annual maintenance and operations. It is recommended that the annual expenditures from this fund not exceed the interest gained on the fund in any one year. Within this context, it is proposed that

this fund be accumulated such that the annual interest is sufficient to offset the total annual maintenance costs for the cemeteries.

A loan from the perpetual care fund may be used for capital improvements and development of the cemeteries, provided that it provides for improved revenue generation and demonstrates a payback over a reasonable period of time.

The operations of the cemeteries have been subsidized by municipal tax support in a declining manner from 61% in 1985 to 31% in 1991. It is proposed that cemetery operations be made self-sufficient by the year 2000 through more effective operations, increased fees, and increased perpetual care contributions. It is also considered that cemetery fees for non-residents should be adjusted in the short term to reflect the actual costs incurred for burial, lot purchase, maintenance, and perpetual care.

- The City should maintain a perpetual care fund through contributions at the time of lot/niche sales. The interest gained on the fund shall be used for annual maintenance and operations of the cemeteries and the annual expenditure shall not exceed the interest gained on the fund in any one year.
- The City may use a portion of the perpetual care fund through a loan for capital improvements, provided that the project demonstrates a payback over a reasonable period of time.
- The City should endeavour to make cemetery operations self-sufficient by the year 2000 through increased fees and perpetual care contributions.
- The City should increase cemetery fees for non-residents in the short term to reflect the actual costs incurred for burial, lot purchase, maintenance, and perpetual care.

7.3.4 BIOLOGICAL SERVICES AND WEED/PEST CONTROL

The Parks Department has been involved in weed and pest control for many years. However, the area of biological services is relatively new and responds to the City objective of providing a leadership role in environmental management.

The Biological Services Section is responsible for the following programs:

- Mosquito control
- Testing biological controls for pests, weeds, fungus
- Testing organic fertilizers
- Monitoring for Ash Bark beetle and Dutch Elm Disease
- Review of environmental impact assessments

Weed and pest control includes the monitoring and enforcement of the Provincial Weed Act and the Municipal Nuisance Bylaw with respect to noxious weeds and

the limited control of nuisance weeds and pests. The Parks Department has adopted a public notification policy for the use of chemicals on parkland and introduced a number of environmental initiatives such as biological mosquito control. It is proposed that an integrated weed and pest management strategy be developed with the objective of reducing/eliminating chemical controls in favour of biological controls.

As outlined in Section 6.0, it is proposed that the City adopt a procedure and policy for the preparation of environmental impact assessments. It is proposed that the Biological Services Section be actively involved in developing this policy and undertaking environmental impact assessments in the future.

- The Parks Department should continue its public notification policy for the use of chemicals on parkland and continue to experiment and test alternative biological controls.
- The Parks Department should develop an Integrated Weed & Pest Management Strategy with the objective of reducing/eliminating chemical controls in favour of biological controls.
- The Parks Department should work with the City administration to develop a policy and procedure for undertaking environmental impact assessments for City projects.

7.4 SOCIAL PLANNING PROGRAMS

As outlined in Section 1.3 the mission statement for the Social Planning Department is as follows:

"To work with the citizens of Red Deer to support and enhance individual, family, and community life by evaluating community needs and facilitating the planning, development, and delivery of programs that address social concerns."

Within the context of the above mission, the Social Planning Department is organized into the following four program areas:

- Administration and Planning
- Family and Community Support Services (F.C.S.S.)
- Day Care
- Special Transportation

The policy directions for each of these areas are outlined in the following sections.

7.4.1 ADMINISTRATION AND PLANNING

Administratively, the Social Planning Department is responsible for the programs:

- Family and Community Support Services Program
- Day Care Program
- Special Transportation Services

A further, more general administrative responsibility is:

- To develop and maintain an Emergency Social Services Plan coordinating the activities of individuals and groups providing housing, food, clothing, personal care and volunteers in the event of a peace time emergency.
- To promote input on social aspects of physical planning to City Council, the Municipal Planning Commission, and the administration.
- To analyze social policy issues and prepare reports to City Council and the F.C.S.S. Board.

From a planning perspective, the Social Planning Department is responsible for identifying and monitoring community needs. It plays a liaison role with others in the community in working towards the solution of identified needs. The department endeavours to ensure a community awareness of other initiatives and, therefore, avoidance of duplication of services.

In monitoring social needs, a comprehensive report on changing demographics has been prepared with plans to distribute this report widely to relevant community

groups. The trend toward increasing immigration clearly identifies the need for advocacy for community initiatives to effect a positive integration of new Canadians into the community.

Philosophically, the department believes in decentralized service delivery through contracting with non-profit organizations, when that method is demonstratively the most efficient and effective. Further promotion is given to co-operative agency efforts such as the Community Services Centre, in order to maximize the efficient and effective use of resources.

In monitoring effectiveness of boards and service delivery mechanisms, self evaluation by agencies is encouraged. It is proposed that modification of the F.C.S.S. Self-Audit Guide will be explored to assist agencies through the self-evaluation process, along with a training session on the use of the modified guide.

Community agencies are managed by volunteer boards and utilize many volunteers in the delivery of service. Training and support of these volunteers is seen to be extremely important. It is proposed that an annual board development training program for board members and staff of affiliated agencies be sponsored. In order to further assist with volunteer support, the Social Planning Department has been involved with the Volunteer Managers Sub-Committee of the Community Services Network. This ensures a Social Planning perspective is continued on volunteer needs and ways to meet these needs. Agencies are also identified that could benefit from involvement in the committee and are subsequently encouraged to participate.

In the past, several directories of service were produced by various City departments and community agencies. In 1989, an effort was made to amalgamate these directories into one comprehensive publication known as the Community Services Directory. This was done under the leadership of the Social Planning Department, through co-operation with Community Information & Referral Service. The yearly updating and printing of this publication is a priority for the Social Planning Department, with input from the Community Information & Referral Service, the Recreation & Culture Department.

The Social Planning Department is responsible for the administration of the Red Deer and District Family and Community Support Services (F.C.S.S.) Board. The Family and Community Support Services Act makes provision for a municipality to enter into agreements with other municipalities to provide for the establishment, administration, and operation of joint Family and Community Support Services programs. The Red Deer and District F.C.S.S. Board is established by joint agreement between The City of Red Deer, the County of Red Deer, the Villages of Delburne and Elnora, and the Towns of Penhold and Bowden. The City of Red Deer is the unit authority, receiving and administering all of the Provincial and matching municipal funds on behalf of the district. The joint agreement clearly defines the responsibility of each municipality in the partnership.

In terms of the joint agreement, the board consists of twelve voting members, including six members appointed by City Council, two members appointed by County Council, and one member appointed by each of the Councils of Delburne, Elnora, Bowden, and Penhold. The Social Planning Manager is a non-voting member of the board.

The board's basic responsibility includes overseeing all services funded through the F.C.S.S. Program, the Special Transportation Service, the Community Services Centre, and any other services which are assigned to it.

The agreement states that the board shall advise on the application and administration of the F.C.S.S. Act within the jurisdiction of the partners. In this advisory capacity it shall:

- "- Assist in formulating plans and priorities regarding Family and Community Support Services with a view to the establishment of a comprehensive program.
- Advise on the establishment of such relationships with other municipal, provincial, and federal departments and community agencies as will promote the orderly development of Family and Community Support Services.
- Review all applications for cost-sharing under the Family and Community Support Services Act and make recommendations as to their acceptance, deferment, or rejection."

The board is also responsible for recommending an annual budget to each of the partners and stimulating and promoting citizen awareness of the importance of prevention and preventative social services available.

- The Social Planning Department should continue to monitor community social needs and, with the assistance of others in the community, work towards solutions for the needs identified.
- The Social Planning Department should continue to monitor services in the community to ensure a community awareness of other initiatives and to avoid duplication of effort.
- The Social Planning Department should produce a report annually on Red Deer's changing demographics and distribute this report widely to relevant community groups.
- The Social Planning Department should recognize the importance and community impact of increasing immigration and advocate for community initiatives to effect a positive integration of new Canadians into the community.
- The Social Planning Department should continue to support, philosophically, a decentralized service delivery system through contracting with non-profit

community groups, when that method is demonstratively the most effective and efficient.

- The Social Planning Department should continue to promote cooperative agency efforts such as the Community Services Centre in order to maximize the effective and efficient use of resources.
- The Social Planning Department should encourage self-evaluation in affiliated agencies and their boards as a part of monitoring the effectiveness and efficiency of service.
- The Social Planning Department should continue to recognize the importance of training and support to volunteers, particularly in the area of board development. A yearly board development training program should be sponsored for board members and staff of affiliated agencies.
- The Social Planning Department should further support the effective management of volunteers through continued involvement with the Volunteer Managers Sub-Committee, of the Community Services Network, ensuring a Social Planning perspective on volunteer needs in the community, identifying and encouraging the participation of agencies that could also benefit from involvement in this committee.
- The Social Planning Department should continue to be responsible through the assistance of Community Information and Referral Service, for the yearly updating and publication of the Community Services Directory.
- The Social Planning Department should continue as unit authority, and will be responsible for the administration of the Red Deer and District Family and Community Support Services Board, and ensure compliance with the joint agreement between the partners in the regional F.C.S.S. program.

7.4.2 FAMILY AND COMMUNITY SUPPORT SERVICES (F.C.S.S.)

The Red Deer and District Family and Community Support Services Program involves six municipalities, including The City of Red Deer, County of Red Deer, Village of Delburne, Village of Elnora, Town of Penhold, and the Town of Bowden. The total 1990 population for the region is 74,132, making this the third largest F.C.S.S. Program in the province next to Edmonton and Calgary. The F.C.S.S. Board, with representation from each municipality, plays a significant role in the Program. Although it is advisory in structure, it has considerable delegated decision making authority from the six municipalities.

F.C.S.S. staff include four part-time community workers in Elnora, Delburne, Bowden, and Penhold who are employees of those communities. The Social Planning Department staff oversee the F.C.S.S. Program.

The objectives of the Program are:

- To support services that enhance the quality of life for the retired and semi-retired.
- To support individual, family, and group counselling services that are educational/ preventive to assist individuals and families to remain at or return to a healthy state.
- To support services designed to inform the public and promote community awareness of relevant and current social issues and programs available.
- To support services that promote the social development of children and their families.
- To support services that enrich and strengthen family life by developing skills in youth and adults to allow them to function more effectively within their own environment.
- To support services designed to promote, encourage and support volunteer working the community.

The F.C.S.S. Board contracts with community, non-profit organizations to deliver services on behalf of the municipalities. There is a contract in place with each of the 22 organizations delivering services in the F.C.S.S. Program which is renewed annually based on needs assessment and budget constraints. The practice of yearly contracts is somewhat inefficient and warrants investigation of the feasibility of 3-5 year funding, including the possibility of retaining surpluses.

The Social Planning Department is committed to encouraging sound planning and delivery of service within funded agencies, involving the establishment of program operating goals and objectives. A detailed review of the goals and objectives of each of the services will be conducted every 3 years commencing in 1992, with one-third of the services being reviewed annually. Agencies will be requested to determine the most appropriate measures for assessing performance, to justify the appropriate use of volunteers and to plan the training, support and recognition of volunteers. Budgetary needs relating to sound goals specific to volunteerism will be emphasized. An opportunity will be provided annually for funded agencies to meet to discuss common issues identified through agency input, based on their planning process.

The Social Planning Department considers that external reviews can assist in strengthening planning and service delivery and, therefore, conducts an external review yearly of one project funded by F.C.S.S. It is recognized that the budget should reflect the commitment to this process.

The Social Planning Department has a strong commitment to the integration of persons with disabilities within the community as well as the corporate setting. It is planned that an integration strategy with funded agencies, will be developed to fulfil the philosophical objectives of the Brassard Report and the Premier's Council Action Plan, using a similar approach to the development of the Municipal Integration Strategy.

The Social Planning Department recognizes the need for the department and the family of agencies funded under F.C.S.S. to promote an awareness of services and an understanding of the distribution of public funds toward demonstrated community needs. A provincial review of the F.C.S.S. Program in 1991 strongly supports an integrated provincial and municipal public awareness campaign. It is proposed that such a community awareness campaign be developed and implemented, which will give a profile of community planning, leadership, and cooperation to both the F.C.S.S. Program and the Social Planning Department.

- The Social Planning Department should give high priority to maintaining a strong "regional" program including the County of Red Deer, Village of Delburne, Village of Elnora, Town of Bowden, and Town of Penhold.
- The Social Planning Department should continue to emphasize a decentralized service delivery system through contracting with community, non-profit groups recognizing the autonomy of agencies and requiring full accountability for the public funding provided for the services.
- The Social Planning Department should review as a high priority the feasibility of 3-5 year funding for services sponsored by F.C.S.S. including the possibility of the retention of surpluses.
- The Social Planning Department should conduct an in-depth review of the goals and objectives of all F.C.S.S. funded agencies, including the determination of the most appropriate measures of assessing performance every 3 years with one-third of the F.C.S.S. services being reviewed annually.
- The Social Planning Department should continue the strong focus on volunteerism by placing a greater emphasis on F.C.S.S. budget needs relating to recognition and training of volunteers and will require the goals and objectives of F.C.S.S. funded projects to justify the appropriate use of volunteers and a subsequent plan for training, support and recognition.
- The Social Planning Department should provide an annual opportunity for funded agencies to meet to discuss common issues identified through agency input.
- The Social Planning Department should continue with an external review of one service each year and increase the budget allocation for *this review*.
- The Social Planning Department should work towards an Integration Strategy with funded agencies to fulfil the philosophical objectives of the Brassard Report and the Premier's Council Action Plan, using a similar approach to the development of the Municipal Integration Strategy.
- The Social Planning Department should develop and implement a community awareness campaign, in conjunction with the Province, to promote an

understanding of the services of the funded agencies and their affiliation with the F.C.S.S. Program and the department.

7.4.3 CHILD CARE

The Child Care Program involves the provision of child care by the Red Deer Child Care Society through the Day Care Management Agreement with the City of Red Deer. The term of the agreement is three years beginning January 1, 1990. A thorough review of the terms and conditions of the agreement shall take place in preparation for renewal at the end of the three-year term.

The Child Care Society has a City Council member on its board and reports directly to City Council. Funding is provided from Provincial grants, parent fees, with the balance shared between the City and the Federal government under the Canada Assistance Plan. Particular emphasis is on low-income and one-parent families as well as children with disabilities. The Social Planning Department monitors developments in this program and serves as the administrative liaison between the City and the Society.

The objectives of the Program are:

- To provide care for pre-schoolers in two day care centres owned by the City.
- To provide care for pre-schoolers in private homes.
- To provide care and training for children with disabilities in private homes.
- To provide care for children whose young mothers are continuing their education.

The Social Planning Department considers that an external review of the Child Care Program would be beneficial, including a review of the current needs such as spaces for families requiring subsidy, inclusion of special needs children and the possible need for expansion in the future.

- The Social Planning Department should continue to support the decentralized service delivery system for child care services by contracting with the Red Deer Child Care Society.
- The Social Planning Department should review the Day Care Management Agreement prior to its renewal in 1993 and subsequently, prior to each renewal, as per the agreement.
- The Social Planning Department, in conjunction with the Red Deer Child Care Society, should promote a major external review of the Pre-School Child Care Program to examine current needs and service delivery.

7.4.4 SPECIAL TRANSPORTATION

Special Transportation services are operated on behalf of the City by the Red Deer Action Group for the Physically Disabled. Management responsibility is delegated to a Transportation Committee which includes representation from the general public and the City Social Planning and Transit Departments. The Social Planning Department is administratively accountable for the program.

Special Transportation includes services to persons with disabilities (Citizens' Action Bus) and to the elderly (Seniors' Taxi) who are unable to use regular transit with dignity.

Citizens' Action Bus

- Provides transportation to adults with disabilities for education, work, medical or social purposes.
- Provides transportation to children with disabilities for education, medical or social purposes.

The service operates with six handivans equipped for transporting wheelchairs. Backup is provided by commercial taxis. Users are encouraged to book 24 hours in advance. Hours of operation are:

Monday, Tuesday, Wednesday	7:30 a.m. - 6:00 p.m.
Thursday, Friday	7:30 a.m. - 10:00 p.m.
Saturday	10:00 a.m. - 7:00 p.m.
Sunday	No service

Community pressure to extend the service in the evenings and on weekends is continuous, particularly from regular users. Any expansion needs to be carefully considered to ensure financial feasibility and actual need.

Seniors' Taxi

The Seniors' Taxi Service is a result of major revisions, in 1991, to the original Subsidized Taxi Service, which was available to anyone over 65 years of age who could not use regular transit with dignity. People 65-74 years of age had to qualify medically; anyone over 75 qualified by age alone. Demand increased to the point where the budget was continually overspent, partly, because of the qualification criteria.

After an extensive review, the service was changed to Seniors' Taxi and is provided by a leased car operated by the Red Deer Action Group. Users must be over 65 years of age and, if new registrants, must have a medical certificate to give proof of need. They must also book trips 24 hours in advance.

At present, the Seniors' Taxi is available:

Weekdays	9:00 a.m. - 4:00 p.m.
Saturday	11:00 a.m. - 4:00 p.m.
Sunday	No service

Commercial taxis are also booked for seniors, at a maximum of four trips per month:

Monday through Saturday	6:30 a.m. - 9:00 a.m. 4:00 p.m. - 10:00 p.m.
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City Council approved amalgamation of the two services, Citizens' Action Bus and Seniors' Taxi, effective January 1, 1992. The budget, statistics and vehicles will be incorporated into one service following that date. However, it is proposed that users with disabilities pay a lower fee.

The Social Planning Department, in monitoring the effectiveness and efficiency of its services, recognizes that an external review of Special Transportation is required, to ensure that service is provided to meet community need in the best manner. The service has not undergone an external review since its inception in 1978. In the future, any review of regular transit should also include Special Transportation.

- The City should endeavour to give increased emphasis to expansion of Special Transportation services to provide for increased demand for transportation and lengthened hours of service, bearing in mind budgetary constraints.
- The Social Planning Department should initiate an external review of all aspects of Special Transportation services.
- The Special Transportation services should be evaluated as part of regular transit review.

7.5 COMMUNITY SERVICE AGENCY PROGRAMS

As outlined in Section 1.3, the Mission Statement for the Community Services Division is as follows:

"To work with the citizens of Red Deer in identifying evolving community needs and values and to provide leadership in the planning, development, and provision of services in the areas of Recreation & Culture, Parks, and Social Planning."

Within the context of the above Mission, the majority of community service programs are delivered or coordinated through the Recreation & Culture, Parks, and Social Planning Departments. However, there are a number of recreation and culture agencies that deliver programs on behalf of the City and are coordinated directly through the Community Services administration. These may be listed as follows:

- Red Deer & District Archives
- Normandeau Cultural and Natural History Society
- River Bend Golf and Recreation Society
- Red Deer Library Board
- G.H. Dawe Management Board

7.5.1 RED DEER AND DISTRICT ARCHIVES

The Red Deer and District Museum and Archives is located in Rotary Recreation Park adjacent to the Recreation Centre. The Archives occupies a portion of the building and is managed directly by the City through the Community Services Division.

The operation of the Red Deer and District Archives is governed by the Archives Bylaw (2976/89) which was substantially revised and updated in 1989. In terms of this bylaw, the Archivist is responsible for the supervision, maintenance, and control of the archives.

The Archives Bylaw also provides for the appointment of the Red Deer and District Archives Committee, which consists of eight members and a number of associate members who are appointed by City Council. Associate members are appointed annually and are not eligible to vote on financial matters.

The Bylaw contains the following description of the committee's powers and duties:

- "10. The committee shall act in an advisory capacity to the Council in order to discover, select, acquire, index, catalogue, and prepare for safe keeping, reference and suitable display at such a location within the City of Red Deer and District as may be directed by the Council all books, charts, maps,

papers, photographs, and other materials relating to the history, alteration, and development of the City of Red Deer and District and to obtain such other similar information for the Archives as the Council may require."

In fulfilling this mandate, the committee makes recommendations to City Council on the staffing requirements of the Archives, the annual budget, the most suitable method of housing and displaying historical matter and the special purchase of any archival collection.

The Archivist is a member of the City's Records Management Committee and works closely with the City Clerks Department to ensure that City records are adequately preserved and protected. The City's records management policy states that the Archives is "the only office authorized to receive and retain records solely on the basis of historical value". The Archivist is responsible for the selective collection, custody, orderly preservation, safe-guarding and control and reference of all historical documentation regarding the origin and development of the City, its philosophy, purposes, policies, and performance. The Archivist also acts as a resource to the Historical Preservation Committee.

The Archives is also in the process of developing a computerized inventory system. This will greatly improve access to resources in the collection and will be given a high priority in the short term.

- The City should continue to administer the Red Deer and District Archives through the Community Services Division. The Red Deer and District Archives Committee shall continue to advise Council on all matters relating to the display and collection of archival materials.
- The Red Deer and District Archives shall continue to be the only office authorized to receive and obtain records solely on the basis of historical value. The Archivist shall be responsible for the collection and orderly preservation of historical documentation regarding the origin and development of the City.
- The Red Deer and District Archives shall give a high priority to the development of a computerized inventory system to facilitate access to resources in the collection.

7.5.2 NORMANDEAU CULTURAL AND NATURAL HISTORY SOCIETY

The Normandean Cultural and Natural History Society is an independent society, established with the objective of operating the Red Deer and District *Museum* and other heritage facilities. The society includes ten members, including a City alderman, whose appointment are ratified and confirmed by City Council. The society is contracted by the City to manage, operate, and maintain the Red Deer and District Museum, the Gaetz Lakes Sanctuary, the Kerry Wood Nature Centre, the Allen Bungalow, the Fort Normandean Historic Site and Interpretive Centre, and the buildings in Heritage Square (excluding the Aspelund Loft Hus). The

society is also responsible for the operation of the City's Historical Preservation Committee. The Historical Preservation Committee is a standing committee of the Normandeau Society with diverse community representation and whose purpose is to identify and recommend for designation historical resources in the city and County of Red Deer, to monitor the use and plans for heritage resources and to foster awareness of heritage resources.

The contract between the City and the society is outlined in a detailed Management Agreement, which is renewed every three years. The agreement includes details of the annual operating grant, which is approved on a three year basis. Requests for capital budget are reviewed annually by City Council. The Community Services Director acts as a resource and liaison to the Society, and coordinates all aspects of the operating grant and capital budget.

- The City should continue to contract with the Normandeau Cultural and Natural History Society for the management and operation of the Red Deer & District Museum, the Gaetz Lakes Sanctuary, the Kerry Wood Nature Centre, the Allen Bungalow, the Fort Normandeau Historic Site and Interpretive Centre, the buildings in Heritage Square (excluding the Aspelund Laft Hus). The society shall also be responsible for the operation of the City's Historical Preservation Committee.
- The City should maintain a three year operating agreement with the society outlining the goals and objectives and details of the annual operating grant. The Director of Community Services shall act as a resource and liaison to the society and coordinate all aspects of the operating grant and capital budget.

7.5.3 RIVER BEND GOLF AND RECREATION SOCIETY

The River Bend Golf and Recreation Society (Red Deer) is an independent society established with the objective of operating the River Bend Golf Course and Recreation Area. The society includes nine members, including a City Alderman, who are appointed by City Council.

The society is contracted by the City to manage, operate, and maintain the River Bend Golf Course and Recreation Area. The contract between the City and the society is outlined in a detailed management agreement, which is reviewed every three years. The agreement contains the following critical objectives:

"- To provide a high standard of publicly accessible golf course and recreation opportunities, for which the facility has been designed, for the citizens of Red Deer and the surrounding district in such a manner that it is an attraction for tourists, conventioners, and other visitors.

- To develop fees and charges policies that will generate revenues greater than operating costs and pay an annual rent for the facility which rent, in turn, will be

used to finance the operations of the Waskasoo Park system owned and operated by the lessor.

- To operate the golf course portion of the facility in such a manner that the fees will be reasonably comparable with the fees charged by golf courses in the private sector and will not represent unfair competition there to."

The agreement contains details of the annual "rent" which is approved on a three year basis. All proposals for capital development or equipment purchase over \$25,000 in value must be approved by City Council upon the recommendation of the Recreation, Parks & Culture Board. The Director of Community Services acts as a resource and liaison to the society and coordinates all aspects of the agreement on behalf of the City.

- The City should continue to contract with the River Bend and Recreation Society for the management and operation of River Bend Golf Course and Recreation Area.
- The City should maintain a three-year operating agreement with the society outlining the goals and objectives and the annual rent. The Director of Community Services shall act as a resource and liaison to the society and coordinate all aspects of the agreement on behalf of the City.

7.5.4 RED DEER LIBRARY BOARD

The Red Deer Public Library was established by means of Bylaw #363, which was approved by City Council on April 23, 1914. The Red Deer Library Board is a semi-autonomous corporation which consists of ten members appointed by City Council, including a City alderman. The operation of the Library Board is governed by the Libraries Act, which was substantially revised in 1983. In terms of this Act, the duties of the Library Board are defined as follows:

- "13. The Municipal Board, subject to any enactment that limits its authority, has full management and control of the municipal library and shall, in accordance with the regulations, organize, promote, and maintain comprehensive and efficient library services in the municipality and may cooperate with other boards and libraries in the provision of those services."

The Red Deer Library is responsible for the management, operation, and maintenance of the Red Deer Public Library in City Hall Park. The small library at the G.H. Dawe Community Centre is an affiliate of the Red Deer Public Library and is under the direction of the G.H. Dawe Management Board. The funding of this library is shared between the Library Board and both school boards. The library's contribution is governed by an agreement between the Red Deer Library Board and the G.H. Dawe Management Board which was updated in May 1990.

The Library Board is responsible for preparing an annual budget for submission to the City, which City Council may approve "in whole or in part". The budget for the Red Deer Library Board is collected through a "Public Library Rate" on the assessed value of all property liable to taxation and not through the general tax levy.

The Libraries Act permits a library board to pass bylaws for the safety and use of the library. This includes charging fees to members of the public for the issuance of library borrowing cards and the use of those parts of the building not used for the purposes of a public library. However, a board is not permitted to charge for admittance to the library or for using library materials on library premises. The Red Deer Library Board introduced a membership fee for the issuance of library borrowing cards in 1990.

The expansion of the Red Deer Public Library into the adjacent former Armouries building has been approved by City Council and is described in Section 4.2.26. Construction is planned to commence in 1993 with the opening of the new facility in 1994. City Council has approved, in principle, the establishment of a total of 4.3 new full-time equivalent positions in 1993 and 1994 to staff one additional service point in the expanded facility. This is based on the assumption that the opening of the mezzanine for patron use will be deferred for several years.

The Library Board is also proposing to expand its programming and establish three new departments: audio visual, readers advisory, and young adult services. City Council has requested the board to defer the establishment of major new programming initiatives, until the effect of opening the new facility has been fully assessed and incorporated into the annual operating budget.

The Library Board has "full management and control" of the library. However, the City's Director of Community Services acts as a resource and liaison to the Board and library administration, and may comment on board recommendations to City Council.

- The City should continue to support the operation of the Red Deer Public Library through the Red Deer Library Board. The Director of Community Services shall act as a resource and liaison to the board and library administration.

7.5.5 G.H. DAWE MANAGEMENT BOARD

The G.H. Dawe Management Board was established by a joint agreement between the City and both school boards for the purpose of operating a community educational recreational complex named the G.H. Dawe Community Centre. The board consists of two elected representatives of each of the partners and a representative of the G.H. Dawe Advisory Council. In terms of the revised agreement dated September 24, 1991, no resolution or vote of the board shall be effective unless at least one member from each of the partners votes in favour.

The G.H. Dawe Community Centre is a district level facility, which includes public and separate K-9 schools linked by recreation and culture facilities. These facilities include an indoor swimming pool, an arena, an indoor pedestrian mall, a concession, and a small public library. Development on the site includes a large public parking area, playgrounds, ball diamonds, and sportsfields. The joint agreement outlines the responsibilities of each of the partners in the construction and maintenance of the total facility.

The joint agreement also provides for the establishment of an administrative committee to develop and recommend policy to the Board and to clarify and resolve issues assigned to it. The membership of the committee includes the Superintendent of the Public School Board, the Superintendent of the Catholic Board of Education, the City's Director of Community Services, and the Director of the Red Deer Public Library. The City Recreation & Culture Manager and the principals of both schools are non-voting members.

The joint agreement contains the following critical objectives for the operation of the Centre:

"(to) develop and encourage new arrangements for coordination and integration of school, recreation, and community services provided by a variety of agencies and individuals.

(to) maintain effective two-way communication between the Centre and the public both to ensure constant awareness of needs and to inform the public of the availability of programs and services.

(to) provide means of public involvement in the development and delivery of all programs with which the Centre is associated and thereby make such programs responsive to changing needs."

The City contribution towards the operation of the centre is outlined in a detailed Management Agreement between the City and the G.H. Dawe Management Board, dated October 10, 1991, which is reviewed every three years. The agreement establishes a "base budget" to be increased by an annual City guideline for inflation. Requests for capital budget are reviewed annually by City Council. The Director of Community Services acts as a resource and liaison to the board and coordinates all aspects of the operating grant and capital budget.

- The City should continue to participate in the operation of the G.H. Dawe Community Centre through the G.H. Dawe Management Board.
- The City should maintain a three-year operating agreement with the board outlining the goals and objectives of the annual operating grant. The Director of Community Services shall act as a resource and liaison to the board and coordinate all aspects of the operating grant and capital budget.

8.0
FINANCIAL
IMPLICATIONS

8.0 FINANCIAL IMPLICATIONS

The financial implications of the recommendations in this Master Plan have been evaluated in detail for the first five years. It is proposed that the plan be updated in 1995 and include a further five-year financial plan.

The financial impact of the recommendations can be divided into the following two categories:

- Capital Budget
- Operating Budget

8.1 CAPITAL BUDGET

The City approves an updated Five-Year Capital Plan, in conjunction with each year's operating budget. As outlined in Section 4.5, the City has adopted a moratorium on new capital facility development for community services for the period 1991 to 1995. This excludes a limited number of projects identified in the approved 1991-1995 Five Year Capital Plan, projects which show high cost benefits, and projects which are funded entirely from other sources.

Recognizing the approved moratorium and the need for major fiscal restraint in the short term, the division's proposed capital budget for the years 1991-1995 is outlined in Figure 23. This budget includes eight major components which are briefly described as follows:

Centrium

The capital budget for the Centrium is \$29.3 million, which includes a city debenture of \$5.0 million. The balance of the total cost is made up from grants from the provincial government and the County of Red Deer, interest revenue, and private donations. A \$1.9 million trust fund will be retained to cover operating deficits during the initial years of operation and undertake additional capital development. The project will be completed in 1991. However, the division's operating budget will include a \$629,610 annual debenture payment for the next ten years.

East Hill District Park: Land Acquisition

The site for the proposed East Hill District Park was acquired from the land bank in 1989 and the majority of the cost was funded through the Public Reserve Trust Fund. The approved Five Year Capital Plan includes phased payment of the balance in the years 1991-1994. This cost will be partially recovered through the City's share of the Community Recreation/Cultural (CRC) Grant Program.

East Hill District Park: Phase I Development

The East Hill District Park includes sites for two future high schools in conjunction with joint recreation facilities. The first phase, adjacent to 32 Street, includes the site for the new public high school, which is scheduled for construction in 1993/94. The first phase of site development, including two Class "B" ball diamonds and sportsfields, is proposed for development in 1992 and 1993.

Facilities Management/Maintenance Plan

As outlined in Section 4.5, insufficient funds have been allocated in the past for the maintenance and upgrading of existing facilities. It is, therefore, recommended that the City endeavour to allocate a sum of approximately \$1.0 million per annum towards the management/maintenance of existing Community Service facilities. The proposed capital budget includes the costs identified in Figure 21, which assume that a significant proportion of the funding will be recovered through grants and donations. These figures include the City's contribution towards the expansion of the Library into the firehall/armoury building. However, in view of the revised construction schedule, funding has been deferred from 1992 and 1993 to 1993 and 1994.

Neighbourhood Park Development

The capital budget includes funding for the ongoing development of new neighbourhood park facilities in new subdivisions. Neighbourhood park sites are provided through the dedication of Municipal Reserve and capital development costs are funded through a recreation levy on all new residential development.

Neighbourhood Park: Asphalt Pad Resurfacing

The majority of neighbourhood parks in the city include a multi-purpose asphalt pad, which is used for a variety of recreation purposes. Funds for the maintenance of these asphalt pads has been regularly cut from the annual budget and urgent maintenance is now required. The proposed capital budget includes funds for the resurfacing of one pad each year at a cost of approximately \$25,000.

Subdivision Landscaping

The capital budget includes funding for the landscaping (seeding to grass and tree planting) along all arterial roads and within residential areas. Funding for subdivision landscaping is derived from subdivision accounts and from developers, in accordance with development agreements.

Cemetery Construction

The capital budget includes funding for an expansion of the road system in the Alto Reste Cemetery in 1994. This road system will open the next phase of development and will be funded through the cemetery perpetual care fund.

FIGURE 23
COMMUNITY SERVICES DIVISION:
PROPOSED CAPITAL BUDGET
DIRECT CITY COSTS: 1991 - 1995
(1991 dollars in thousands)

	1991	1992	1993	1994	1995
■ Centrium	29,300	-	-	-	-
■ East Hill District Park: Land Acquisition	10	45	33	33	-
■ East Hill District Park: 1st & 2nd Phase Dev.	-	519	405	160	-
■ Facility Management/ Maintenance Plan	1,715	885	2,253	2,601	607
■ Neighbourhood Park Dev.	150	150	150	150	150
■ Neighbourhood Park: Asphalt Pad Resurfacing	15	15	15	15	15
■ Subdivision Landscaping	75	75	75	75	75
■ Cemetery Construction	-	-	-	40	-
SUB-TOTAL	31,265	1,689	2,931	3,074	847
LESS:					
■ Waskasoo Park Funding	73	162	95	35	48
■ Recreation Levy Funding	150	150	150	150	150
■ Subdivision Account/ Development Agreement	75	75	75	75	75
■ Cemetery: Perpetual Care Fund	-	-	-	40	-
■ Projected Grants, Donations, Interest	24,957	334	896	1,059	224
DIRECT CITY COSTS	6,010	968	1,715	1,715	350

- The City should approve the Division's proposed five year capital budget as outlined in Figure 23 in principle, with an annual adjustment for inflation.

8.2 OPERATING BUDGET

The 1991 operating budgets for the Recreation & Culture, Parks, and Social Planning Departments and the associated cultural and recreation agencies are shown in Figures 24, 25, 26, and 27. The Division's overall budget is summarized in Figure 28.

The division's proposed operating budget for the years 1991-1995 is shown in Figure 29. In view of the 0% budget guideline, it is proposed that the 1991 operating budget be utilized as the 1992 base budget for each of the departments in the division. Thereafter, it is proposed that the budget be increased annually by an inflation factor. The only variations are the inclusion of the Centrium debenture and an increase in the Library levy in 1993 and 1994 to operate the expanded facility. The Parks Department budget has been increased by 0.5% per annum to accommodate the maintenance of additional neighbourhood park facilities and road boulevards.

FIGURE 24
RECREATION & CULTURE DEPARTMENT:
1991 BUDGET
(1991 dollars)

PROGRAM	EXPEN- DITURES	REVENUE	GRANT	NET EXPEND.
■ Administration	580,804	12,880	214,610	353,314
■ Recreation Facilities	1,621,890	735,040	-	886,850
■ Waskasoo Facilities	443,442	159,900	283,542	-
■ Cultural Facilities	65,250	29,370	-	35,880
■ Rec./Cultural Programs	671,680	181,610	-	490,070
TOTAL	3,383,066	1,118,800	498,152	1,766,114

**FIGURE 25
PARKS DEPARTMENT
1991 BUDGET
(1991 dollars)**

PROGRAM	EXPEND.	REVENUE	GRANT	NET EXPEND.
▪ Parks Open Space	1,754,216	143,080	0	1,611,136
▪ Waskasoo Park Open Space	770,071	30,440	739,631	0
▪ Cemeteries	274,460	188,998	0	85,462
▪ Biological Services & Weed/Pest Control	192,483	6,500	35,000	150,983
TOTAL	2,991,230	369,018	774,631	1,847,581

**FIGURE 26
SOCIAL PLANNING DEPARTMENT:
1991 BUDGET
(1991 dollars)**

PROGRAM	EXPEND.	REVENUE	GRANT	NET EXPEND.
▪ Administration & Planning	147,672	-	118,026	29,646
▪ Family & Community Support Services (F.C.S.S.)	2,024,735	765,840	1,011,467	247,428
▪ Day Care	293,719	-	200,734	92,985
▪ Special Transportation	359,890	104,000	-	255,890
TOTAL	2,826,016	869,840	1,330,227	625,949

**FIGURE 27
COMMUNITY SERVICES GENERAL:
1991 BUDGET
(1991 dollars)**

PROGRAM	EXPEND.	REVENUE	GRANT	NET EXPEND.
▪ Cultural Agencies	455,898	-	-	455,898
▪ Recreation Agencies	1,377,920	820,680	-	557,240
▪ Waskasoo Park: Funding for Boards	322,240	210,000	112,240	-
TOTAL	2,156,058	1,030,680	112,240	1,013,138

FIGURE 28
COMMUNITY SERVICES DIVISION:
1991 BUDGET
(1991 dollars)

DEPARTMENT	EXPEND.	REVENUE	GRANT	NET EXPEND.
▪ Recreation & Culture	3,383,066	1,118,800	498,152	1,766,114
▪ Parks	2,991,230	369,018	774,631	1,847,581
▪ Social Planning	2,826,016	869,840	1,330,227	625,949
▪ Community Services General	2,156,058	1,030,680	112,240	1,013,138
▪ Library Levy	1,308,699	116,500	232,242	959,957
TOTAL	12,665,069	3,504,838	2,947,492	6,212,739

Notes: - The library levy is a separate tax levy.

FIGURE 29
COMMUNITY SERVICES DIVISION:
PROPOSED OPERATING BUDGET
DIRECT CITY COSTS: 1991 - 1995
(1991 dollars in thousands)

	1991	1992	1993	1994	1995
▪ Recreation & Culture Department	1,766,114	1,766,114	1,766,114	1,766,114	1,766,114
▪ Parks Department	1,847,581	1,858,851	1,868,145	1,877,486	1,886,873
▪ Social Planning Department	625,949	625,949	625,949	625,949	625,949
▪ Community Services General	1,013,138	1,013,138	1,013,138	1,013,138	1,013,138
▪ Library Levy	959,957	959,957	1,030,467	1,117,366	1,117,366
▪ Centrium Debenture		629,610	629,610	629,610	629,610
TOTAL	6,212,739	6,853,619	6,943,423	7,029,663	7,039,050

Notes: - The Library levy is a separate tax levy.

- Possible debenture payments relating to implementation of the Facilities Management/Maintenance Plan have not been included.

- The City should approve the division's proposed Five Year Operating Budget as outlined in Figure 29, in principle, with an annual adjustment for inflation.