THE FOOTHILLS COUNTY AND TOWN OF OKOTOKS
INTERMUNICIPAL COMMITTEE MEETING
AGENDA

Tuesday, March 25, 2025
1:00 PM
COUNCIL CHAMBER

Pages

1. CALL TO ORDER

2. ADOPTION OF AGENDA

3. MINUTES OF PREVIOUS MEETING

3.1 Intermunicipal Committee Minutes - November 26, 2024 2

4. BUSINESS

4.1 Foothills/Okotoks Regional Water Project Update 7

An update on the Foothills/Okotoks Regional Water Project is provided for information.

4.2 Champion Park 2024 Summary and 2025 Forecast 9

The Champion Park 2024 Summary and 2025 Forecast is provided for information.

4.3 Land Development Options for Regional Field House 11

Land Development options for the Cavalry FC Regional Field House are presented to the Intermunicipal Committee for discussion and recommendation to the Foothills/Okotoks Recreation Society.

5. CLOSED SESSION

(This portion of the meeting may be closed to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part I of the *Freedom of Information and Protection of Privacy (FOIP) Act.*)

6. MOTIONS ARISING

7. NEXT MEETING DATE

The next meeting of the Intermunicipal Committee is May 27, 2025 at 1:00 p.m. in High River.

8. ADJOURNMENT

UNADOPTED MINUTES
OF THE FOOTHILLS COUNTY AND TOWN OF OKOTOKS
INTERMUNICIPAL COMMITTEE MEETING
HELD ON NOVEMBER 26, 2024
IN THE FOOTHILLS COUNTY COUNCIL CHAMBER AND VIA VIDEOCONFERENCE

	Foothills County	Town of Okotoks
PRESENT:	Reeve Delilah Miller Councillor Rob Siewert Councillor R.D. McHugh	Mayor Tanya Thorn Councillor Brent Robinson Councillor Gord Lang
STAFF PRESENT:	Ryan Payne, Chief Administrative Officer Harry Riva Cambrin, Municipal Manager Heather Hemingway, Director of Planning Julie McLean, Deputy Director of Planning Jeff Porter, Parks and Recreation Manager Sherri Barrett, Legislative Services Manager Krista Conrad, Legislative Services Felicia Fairweather, Legislative Services	Elaine Vincent, Chief Administrative Officer Ralph Ettenauer, Chief Financial Officer Katherine Van Keimpema, Chief Financial Officer and Special Projects Jeff Greene, Community Growth & Identity Director Jeremy Huet, Operations & Utilities Director Christa Michailuck, Parks & Recreation Director Robyn Marsden, Community Growth & Identity Senior Manager Janette Messer, Special Project & Library Liaison Manager Colton Nickel, Planner Janice Storch, Legislative Affairs Officer
GUESTS:	Councillor Alan Alger (Alternate) Councillor Barb Castell (Alternate) Deputy Reeve Don Waldorf (Alternate) Councillor Suzanne Oel (Alternate) Leigh Chmilar, Urban Systems (via videoconference)	Councillor Rachel Swendseid

1. CALL TO ORDER

Foothills County Chief Administrative Officer Ryan Payne Called to Order the November 26, 2024 Intermunicipal Committee Meeting at 1:31 p.m.

Foothills County Chief Administrative Officer Ryan Payne indicated that Foothills County has designated Reeve Miller as the Co-Chair and Councillor McHugh as the Alternate Co-Chair; and that the Town of Okotoks has designated Mayor Thorn as the Co-Chair and Councillor Robinson as the Alternate Co-Chair.

MOTION: By Councillor Lang that Reeve Miller from Foothills County and Mayor Thorn from the Town of Okotoks be acknowledged as the Co-Chairs; and that Councillor McHugh from Foothills County and Councillor Robinson from the Town of Okotoks be acknowledged as the Alternate Co-Chairs of the Intermunicipal Committee for a term ending October 31, 2025.

Carried Unanimously

2. ADOPTION OF AGENDA

MOTION: By Councillor Siewert that the November 26, 2024, agenda for the Intermunicipal Committee Meeting be adopted as presented.

Carried Unanimously

3. MINUTES OF PREVIOUS MEETING

3.1 Intermunicipal Committee Meeting - October 8, 2024

MOTION: By Councillor Robinson that the words “joint municipalities” be replaced with the phrase “a recommendation be forwarded to respective Councils to” in the Motion Arising regarding Closed Session item 4.5, and the minutes of the Intermunicipal Committee Meeting held October 8, 2023 be adopted as amended.

Carried Unanimously

4. BUSINESS

4.1 Foothills / Okotoks Regional Water Project Update

Urban Systems Project Manager Leah Chmilar provided an update on the Foothills / Okotoks Regional Water Project for information.

MOTION: By Mayor Thorn that the Foothills / Okotoks Regional Water Project Update for November 2024 be received as information.

Carried Unanimously

4.2 2023 Master Shared Services Agreement Annual Report

Foothills County Chief Administrative Officer Ryan Payne provided information and responded to questions regarding the 2023 Master Cost Sharing Services Agreement Report.

MOTION: By Councillor Lang that the 2023 Master Cost Sharing Services Annual Report be received as information.

Carried Unanimously

MOTION: By Mayor Thorn that joint administrations be directed to bring a detailed presentation to a Committee Meeting within the next 6 months, that provides an overview of the current agreement as well as provides information on the history and the processes involved regarding the current Master Shared Services Agreement.

Carried Unanimously

4.3 Big Rock Trail Update

Town of Okotoks Community Growth & Identity Director Jeff Greene provided an update regarding future development plans for Big Rock Trail.

MOTION: By Councillor Siewert that the Big Rock Trail update be received as information.

Carried Unanimously

4.4 Champion Park Project Request - Foothills County / Town of Okotoks

Foothills County Parks and Recreation Manager Jeff Porter and Town of Okotoks Special Project & Library Liaison Manager Janette Messer provided information on a project request from the University of Calgary and the Southern Institute of Technology to digitally preserve Champion Park.

MOTION: By Councillor Robinson that administration be directed to allow the University of Calgary and the Southern Alberta Institute of Technology as part of a capstone course, to digitally preserve Champion Park.

Carried Unanimously

5. CLOSED SESSION

MOTION: By Mayor Thorn that the meeting go into Closed Session as the matters to be discussed during this portion of the meeting are within one of the exceptions to disclosure in Division 2 of Part I of the *Freedom of Information and Protection of Privacy (FOIP) Act* at 2:12 p.m.

Carried Unanimously

5.1 Joint Planning Area 3 - (*FOIP* s. 21(1), 24(1)(a)(c))

In Attendance

All Elected Officials and municipal staff present, remained in the room and online for the discussion.

MOTION: By Councillor Siewert that the meeting come out of Closed Session at 2:25 p.m.

Carried Unanimously

6. MOTIONS ARISING

None

7. NEXT MEETING DATE

The next meeting date of the Intermunicipal Committee is Tuesday, January 28, 2025, at 1:00 p.m. in Okotoks.

8. ADJOURNMENT

MOTION: By Mayor Thorn that the November 26, 2024 Intermunicipal Committee Meeting adjourn at 2:26 p.m.

Carried Unanimously

Foothills County / Town of Okotoks
Intermunicipal Committee
March 25, 2025

FOOTHILLS/OKOTOKS REGIONAL WATER PROJECT UPDATE

Issue
An update on the Foothills/Okotoks Regional Water Project is provided for information.

Motion Proposed by Administration
That the Foothills/Okotoks Regional Water Project update for March 2025 be received as information.

Report, Analysis and Financial Implications
Major updates to the Foothills/Okotoks Regional Water Project include:

1. Intake Design & Construction
    - The Contractors have mobilized to site, with completion of the Intake targeting December 2025.
2. Pipeline Design & Construction
    - Pipe C (the portion of the pipeline along 370 Ave E, 100% Okotoks' owned) construction has begun, beginning in Okotoks and will continue through August 2025.
    - Pipes A and B designs are being completed for planned construction starts in April/May 2025.
    - Pipe segments A, B and C are expected to be complete construction, testing and commissioning by December 2025.
    - Pipe D will be designed in summer 2025 and Foothills County will decide on construction timing.
3. Pump Stations
    - Long-lead time equipment was awarded by the Owners in December 2024 and work is proceeding to finalize the orders.
    - The pump stations (intake and midline) design packages were awarded to the lowest RFP proponent and are beginning construction as early as April//May 2025.
    - The Water Treatment Plant (WTP) tie-in work at the Okotoks WTP has begun to minimize disruption during the peak demand period.

4. Raw Water Reservoir
    - The reservoir is not critical path and not necessary for water to be conveyed to Okotoks and Aldersyde. The Town has not yet confirmed when this project will move to procurement, but the packages will be ready by May 2025.

Attachment(s)
n/a

Prepared by:
Leigh Chmilar
Project Manager, Principal
Urban Systems Ltd.
March 5, 2025

Foothills County / Town of Okotoks
Intermunicipal Committee
March 25, 2025

CHAMPION PARK 2024 SUMMARY AND 2025 FORECAST

Issue
The Champion Park 2024 Summary and 2025 Forecast is provided for information.

Motion Proposed by Administration
That the Champion Park 2024 Summary and 2025 Forecast be received as information.

Report, Analysis and Financial Implications
Financial Overview

Income:
2024 revenue generating opportunities resulted in $5,650.00. These included:

- On-site photo shoot: income $200
- On-site movie production: income $2,000
- Hay contract: income $1,350
- Sale of remaining tractor: income $2,100

Fiscal Initiatives:
Fiscal initiatives implemented included a reduction in the number of annual plants purchased for the station garden and decorative planters in 2024 compared to prior years. A change to incorporating perennial plants has begun to reduce these annual costs. Seasonal summer staff hours were reduced due to the elimination of the open houses in 2024.

The Champion Park track required levelling. This maintenance of the track will enable the movement of the rolling stock – this will be required when the construction of the 338 Ave overpass starts. This levelling was completed by A&B Rail who are fully qualified to conduct this type of work. A&B Rail health and safety protocols that are in place limit those one site during this type of work. Total cost of the track leveling was $5,591.10, including GST.

Organization of salvage pile
New plastic walled pallets were ordered to complete organization of the salvage pile. This pile was made up of track plates, railway spikes, and track hooks. Using the pallets will increase the safety and ease of moving in preparation for transport for use, sale or movement as required.

Jim Cullen, who was a longtime volunteer at Champion Park was contracted to work with Kathy Coutts, Town of Okotoks, Heritage Curator, to complete organization and identification of archival documents from the archival cabinet in the icehouse. Further

work is required to ensure appropriate transfer of remaining archival documents to appropriate storage, either on site or in another location.

The Section House “lean-to” bathroom reroofed due to severe damage noted from windstorm. On-site roofers and during the last three Knowlton annual inspections noted that the roof on the Section House required attention. Supplies were ordered to complete the reroofing as soon as weather permitted. The Section House roof replacement was completed in Q1 2025.

Regular maintenance of on-site equipment, preparation for winter use and storage took place in the fall of 2024. Planning and procurement of supplies for the locomotive batteries, Torque converter and engine air system maintenance and repairs will be completed by May 2025. This work will ensure the locomotive is in working order for the maintenance of assets and retaining ability to move rolling stock if/when required.

Until the Government of Alberta announces the construction of the 338 Avenue overpass administration will continue to operate Champion Park in 2025. This will include continuing with the maintenance and upkeep of the park in line with the original transfer agreement. Rentals opportunities will also be promoted.

Attachment(s)
n/a

Prepared by:
Janette Messer Town of Okotoks Special Projects Manager
Jeff Porter Foothills County Parks and Recreation Manager
March 13, 2025

Foothills County / Town of Okotoks
Intermunicipal Committee
March 25, 2025

LAND DEVELOPMENT OPTIONS FOR REGIONAL FIELD HOUSE

Issue

Land Development options for the Cavalry FC Regional Field House are presented to the Intermunicipal Committee for discussion and recommendation to the Foothills/Okotoks Recreation Society.

Motion Proposed by Administration

That the Intermunicipal Committee receive as information the land development priorities report as presented, and forward the land development priorities report to the Foothills/Okotoks Recreation Society for their review and comment; and direct joint administrations to bring back a follow-up report to the Intermunicipal Municipal Committee by June 30, 2025.

Report, Analysis and Financial Implications

At the October 5, 2024 IMC meeting, the joint administrations were directed to bring back a report to the Committee by June 30, 2025 that outlines potential capital upgrades at the Cavalry FC Regional Field House based on each municipality's identified recreational needs and priorities with proposed timelines, costing, and potential impact on the utilization of the facility.

This report focusses on establishing priorities for development of the remaining lands at the Cavalry FC Regional Field House.

The Town of Okotoks and Foothills County jointly own the Cavalry FC Regional Field House, which opened in 2014 and is managed by the Foothills/Okotoks Recreation Society (FORS) and operated by Nustadia Recreation. In 2024, an independent consultant completed a study to review current service levels, allocation and utilization of the Cavalry FC Regional Field House to develop recommendations that maximize facility usage; create a prioritized project list; and provide updated shadow planning and phasing for expansion of the facility (indoors and/or outdoors) that builds upon the Society's objectives and the needs of both municipal partners.

The consultant's recommendations along with each municipality's priorities as identified from Town of Okotoks Recreation Parks and Leisure Plan Update 2023 and Foothills County's 2016 Recreation Facility Development Plan were evaluated against a matrix of criteria to establish the most suitable fit for consideration of site planning and development. The total list of potential development items considered were: baseball diamonds, outdoor competition soccer

field (natural and synthetic turf, covered and uncovered), playgrounds (outdoor and indoor), outdoor courts, climbing wall, day use area, fitness centre, ice rink, curling rink, campground, indoor event and performing arts space, community/banquet hall.

The following criteria were utilized to evaluate the potential development items: Demand in Region, Parking Demand & Traffic Impacts, Auto-Oriented Access, Utilities Demand, Neighbourhood Impact, Compatibility with Field House, and Increases Low Season Utilization at Field House.

Explanation of the Scoring:
Red: Minimal suitability for the criterion.
Yellow: Moderate suitability.
Green: High suitability.

Definition of Criteria:

- Demand in Region: Highest suitability went to new uses and uses where current inventory is maximally allocated in the region.
- Parking Demand & Traffic Impacts: Highest suitability went to lowest need for expanded parking and lowest traffic impacts.
- Auto-Oriented Access**:** Highest suitability went to uses where users typically drive to participate.
- Utilities: Reflects demand on electricity, water, and sewage infrastructure. Highest suitability went to those requiring lease utility demand.
- Neighbourhood Impact: Considers noise, congestion, and other effects on nearby residents. Highest suitability went to uses that anticipated lowest impact to neighbourhood.
- Increases Off Season use at Field House: highest suitability went to uses that would increase off season use.

This matrix can guide decision-making by highlighting which amenities align best with the site and local context.

Amenity	**Suitability**
Baseball Diamonds (4)	
Outdoor Natural Turf Field Not Covered	
Outdoor Synthetic Turf Field Not Covered	

Outdoor Synthetic Turf Field Covered	
Playground - indoor or outdoor	
Climbing Wall*	
Outdoor Courts*	
Day Use Area*	
Fitness Centre	
Ice Rink	
Campground	
Curling Rink	
Indoor Event Space	
Performing Arts	
School(s) - K-9	
Community Hall/Banquet	
High School	

*Note: these amenities already planned for development in the Town of Okotoks over short to mid-term.

The highest scoring amenities were then shortlisted, along with supporting amenities that would be required. An order of costing was identified including the proposed year for development based on recommendations from master plans of each municipality and the Field House Utilization and Future Planning report.

		Town of Okotoks		Foothills County		
Amenity	**Order of Cost ($M)**	**Targeted Service Level (# per population)**	**Okotoks inventory (~35,000)**	**Targeted Service Level**	**Foothills County inventory (~25,000)**	**Proposed Timeframe for Development**
Baseball Diamonds (4)	4.600	1 per 2,000	15	1:3000	10	2027-2030
Outdoor Natural Turf Field*	1.500	1 per 2,000	18	1:3000	9	2027-2030
Outdoor Synthetic Turf Field Not Covered (includes lighting)*	3.600	1 per 30,000	0	Not specifically identified	0	2031-2034

Air Supported Dome*	6.000	Not specifically identified	0	Not specifically identified	0	2035-2038

*due to space limitations, either a natural turf field or an artificial turf field is recommended and not both. If an artificial turf field is preferred, a phased approach could be enlisted to dome the field to accommodate year round use.

Supporting Amenity	**Order of Cost ($M)**	**Budget Term**
Expanded Parking (includes lighting and landscaping)	1.600	2027-2030
Toilet building	0.500	2027-2030
Picnic shelter	0.250	2027-2030
Playground	0.500	2027-2030
Total	2.850	2027-2030

In summary, the following budget placeholders are recommended for inclusion in the Master Shared Services Agreement 2025 annual report:

Description	Budget Placeholder	Year
Ball diamonds & supporting amenities	7.450	2027-2030
Artificial turf field	3.600	2031-2034
Air supported dome	6.000	2035-2038

Governing Plans and Agreements:

Plans:

- Town of Okotoks Recreation Parks and Leisure Master Plan Update 2023
- Foothills County 2016 Recreation Facility Development Plan
- Aldersyde Junction Area Concept Plan (applies to the quarter section where the field house is located)
- Highway 2A Industrial Area Structure Plan (applies to the whole 2A Corridor)
- Highway 2A Industrial Area Structure Plan Design Guidelines

Agreements:

- Town of Okotoks and Foothills County Master Shared Services Agreement
- Town of Okotoks and Foothills County Fire Services Agreement

Attachment(s)

1. Regional Field House Allocation and Utilization Review 2024

Prepared by:
Jeff Porter, Manager of Parks and Recreation, Foothills County
Christa Michailuck, Director of Parks & Recreation, Town of Okotoks
March 7, 2025



CAVALRY FC REGIONAL FIELD HOUSE ALLOCATION AND UTILIZATION REVIEW

DRAFT – June 2024

CAVALRY FC
REGIONAL FIELD HOUSE

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Section 1

INTRODUCTION

1.1. Study Purpose and Context

The Cavalry FC Regional Field House (the Field House) is jointly owned by the Town of Okotoks (the Town) and Foothills County (the County) with governance direction provided through the Foothills Okotoks Recreation Society (FORS). Facility operations are contracted to Nustadia Recreation.

The facility opened in 2014 and contains the following main program spaces:

- 3 playing surfaces (85 ft x 200 ft each)
- 1 large hard-court gymnasium (85 ft x 200 ft)
- Elevated walking/running track (800 ft. distance)
- Training area with change rooms and team rooms
- Variety of meeting & multi-purpose rooms (2 meeting rooms and a multi-purpose room)

Other Key Facility Facts and Context:

- The facility footprint totals approximately 130,000 sq.ft.
- The direct proximity to Highways 2A / Queen Elizabeth II Highway makes the facility highly accessible to the broader Calgary region.
- The facility is located on a large land plot with potential for complementary outdoor amenity development.

While the facility is still relatively new, artificial turf playing surfaces typically have a 10-12 year lifespan and will therefore require replacement in the near term. Additionally, activity participation trends and regional supply dynamic dynamics are continually evolving. For these reasons and to ensure that the facility is best positioned to meet the needs of residents, the Town and County retained a consulting team to undertake this study. The study will provide municipal staff, elected officials, and the Foothills-Okotoks Recreation Society with information that can inform future decision making.

The study was tasked with identifying the best future options for the facility and overall site – including use of existing spaces and additions that could be considered. Key inputs into the identification of these options included engaging primary facility user groups, reviewing current facility utilization, identifying important trends, and assessing regional supply needs and gaps.



Section 2

CURRENT FACILITY USE AND CAPACITY ANALYSIS

2.1. Purpose of this Analysis and Limitations

Facility use was analyzed to better understand facility capacity, local trends / changes, and overall space use characteristics (e.g. how the operator is actively managing allocations and the animation of space). It is important to note that some data limitations existed that required the consulting team to apply a number of assumptions based on previous experience and dialogue with the facility operator. As such, some margin of error likely exists with the specifics of the data, however the overall themes/findings from the analysis are considered accurate.

2.2. Overall Facility Seasons of Use Assumptions

The facility can be booked by user groups and individuals, is available for drop-in use, and offers a range of programming opportunities for adults, youth, and children.

Table 1 Facility Operating Hours

Season	Operating Hours
September – June	**Operating Hours** Monday – Sunday: 8 am – 11 pm **Prime Hours:** Monday – Friday: 5 pm – 11 pm Saturday & Sunday: 8 am – 11 pm **Dedicated Walking Track Hours** Monday – Friday: 8 am – 4 pm Extended hours available on non event/ tournament days.
July & August	Monday – Friday: 8:00 am – 5 pm

Capacity assumptions need to be practicalized to the purpose of the facility – providing space for activities that are not possible outdoors. The term "peak demand" is used to illustrate the times of the year that a facility or amenity is more in demand. The following tables illustrate when key activities and sports are most active indoors.

Table 2 Type of Activity Legend

Type of Activity	Block	Description
Indoor Season		Regular indoor play as part of league or club
Camps/ Clinics Indoors		Sporadic weekend training events
Tournaments Indoors		Tournaments on weekends
Evaluations/ Winter Training		Participant evaluations, evenings, and weekends
Childrens Camps		Typically, 6 - 8-hour program during non-prime hours

Table 3 Sport and Activity Indoor Calendar

Sport	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Soccer												
Softball												
Lacrosse												
Baseball												
Rugby												
Football												
Volleyball												
Basketball												
Pickleball*												
Childrens Camps												

**Pickleball typically transitions outdoors but there is some demand for indoor space during the summer months for when there is inclement weather.*

2.3. Booked Use of the Facility – Analysis and Key Findings

The majority of booked use of the facility takes place in the three turfed fields and the hardcourts. The following analysis reviews capacity used and the types of use of the two main facility amenities. The hours booked in the meeting room is presented as well for a fulsome understanding of the secondary space needs within the facility.

Turf Fields Booked Use of Capacity

Table 4 notes the hours booked during prime and non-prime time frames in the turf field. Prime time denotes the time in the evening and on weekends, this time is called prime because it's the most in demand time frame (after work/ school hours). The turf fields are booked most often during the winter months when the weather is not formidable for outdoor play.

Table additionally presents a few different scenarios for peak season of demand as well as total annual capacity. The facility recently changed booking systems and was unable to note when bookings took place. They were able to track if the booking took place in prime or non-prime because there is a difference in the price per hours of bookings. The hours booked present an average of the hours booked in 2018, 2019, 2022 and 2023. From 2018 – 2023 bookings in the turf fields increased by approximately 13%. In a shorter peak demand scenario the facility is highly utilized during prime hours, with 91% of the time booked.

Table 4 Turf Fields Average Booked Use of Capacity

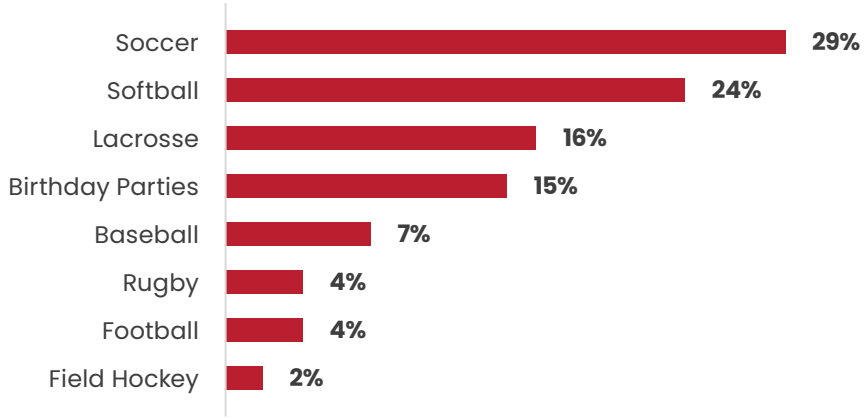
Turf Fields 1 -3	Annual Capacity Scenario	Peak Demand Capacity September – June Assuming 90% of Bookings Take Place During this Time	Peak Demand Capacity October – March Assuming 85% of the Bookings Take Place During this Time	Peak Demand Capacity January – April Assuming 80% of the Bookings Take Place During this Time	Peak Demand Capacity January - March Assuming 75% of the Bookings Take Place During this Time
Average Prime Hours Booked	2,456	2,210	2,088	1,965	1,842
Average Non - Prime Hours Booked	1,055	949	897	844	897
Hours Available During Prime Hours	8,100	6,750	4,050	2,700	2,025
Hours Available During Non - Prime Hours	6,075	5,063	3,038	2,025	1,519
% Booked of Available Prime Capacity	**30%**	**33%**	**52%**	**73%**	**91%**
% Booked of Available Non - Prime Capacity	17%	19%	30%	42%	59%

Types of Turf Fields Use

The majority of bookings that occur in the turf fields are for sport related activities. During prime time, soccer (29%), softball (24%) and lacrosse (16%) book the most time.

Turf Field Activities Booked During Prime

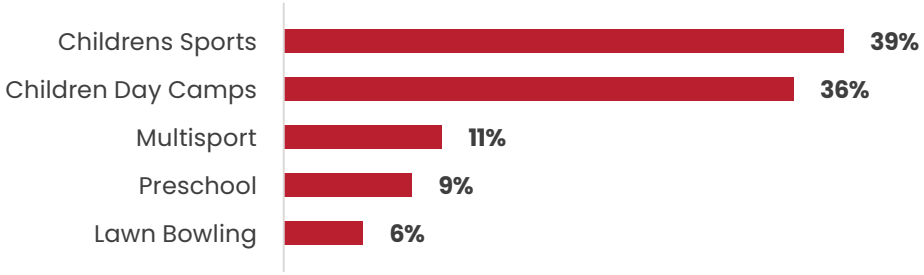
(% of Total Bookings)



During non-prime hours, children's sports (39%), day camps (36%) and multisport activities (11%) are booked the most often.

Turf Field Activities Booked During Non- Prime

(% of Total Bookings)



Hardcourt Booked Use of Capacity

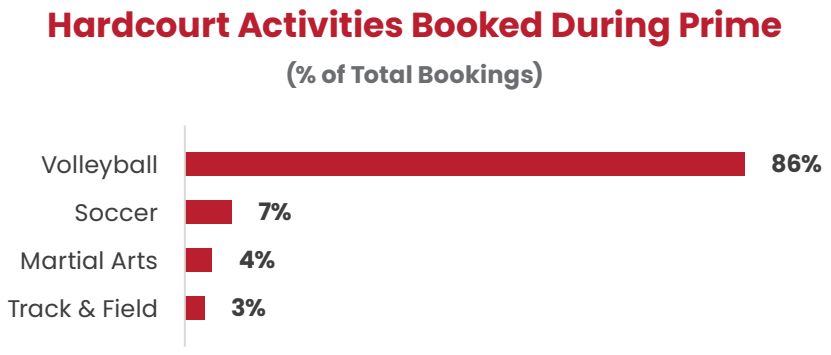
The following table notes the hours booked during prime and non-prime time frames in the hardcourt spaces. Prime time denotes the time in the evening and on weekends. This tables represents the average annual bookings in that space with two peak season of demand scenarios are presented. During non-prime, the space is well used, on average 86% of the annual capacity is booked.

Table 5 Hardcourt Booked Use of Capacity

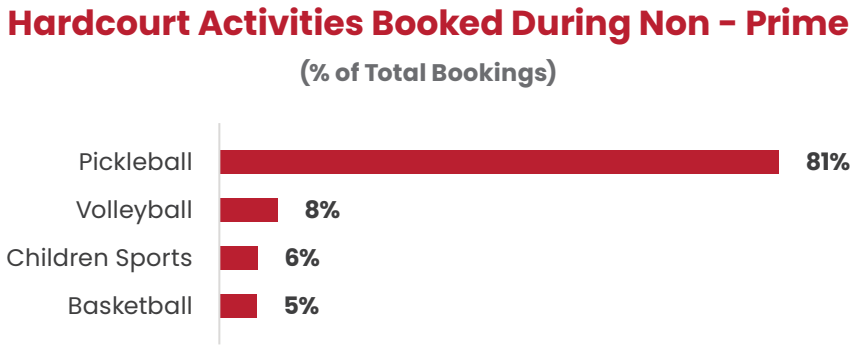
	Annual Capacity Scenario	Peak Demand Capacity September – June Assuming 90% of Bookings Take Place During this Time
Average Prime Hours Booked	478	430
Average Non - Prime Hours Booked	1,741	1,566
Hours Available During Prime Hours	2,700	2,250
Hours Available During Non - Prime Hours	2,025	1,688
% Booked of Available Prime Capacity	18%	19%
% Booked of Available Non - Prime Capacity	**86%**	**93%**

Types of Use of the Hardcourt Space

During prime time, volleyball uses the highest proportion of the booked time (86%). Soccer, martial arts and track & field activities account for the remaining time.



During non-prime time, pickleball accounts for the majority of bookings (81%) and books 75% of available non-prime time capacity in the hardcourts.



Booked Use of the Multipurpose Room

The table below shows the average booked use of the multipurpose room. This space is used for both internal programs, birthday parties, and external bookings.

Table 6 Multipurpose Room Booked Use of Capacity

Multipurpose Room	Annual Capacity Scenario	Peak Demand Capacity September – June Assuming 90% of Bookings Take Place During this Time
Average Hours Booked	2,496	2,246
Hours Available	4,725	3,254
% Booked of Available Capacity	53%	69%

Key Findings from the Booked Use Analysis

The following bullets summarize the key findings from the analysis of booked use of the main program spaces.

- The turfed fields in the facility are in most demand from January –March. Based on the assumption that 75% of the bookings take place during this time period, the field house space is booked 91% of prime capacity.
- 53% of booked use during prime hours are soccer and softball. While soccer has a fairly robust indoor program, softball is typically preparing for their outdoor season.
- The hardcourts are highly utilized during non-prime hours, and pickleball books the majority of that time. During prime hours there is capacity for more bookings.
- Bookings in both the hardcourts and turfed fields have steadily been increasing.
- The multipurpose room is well used.

2.4. Facility Visits and Program Participation

The facility tracks participation in both their programming and drop-in use and estimates the participation of user groups that book the facility. The following table indicates the estimated amount of visits to the facility by space.

Table 7 Estimated Annual Facility Visits

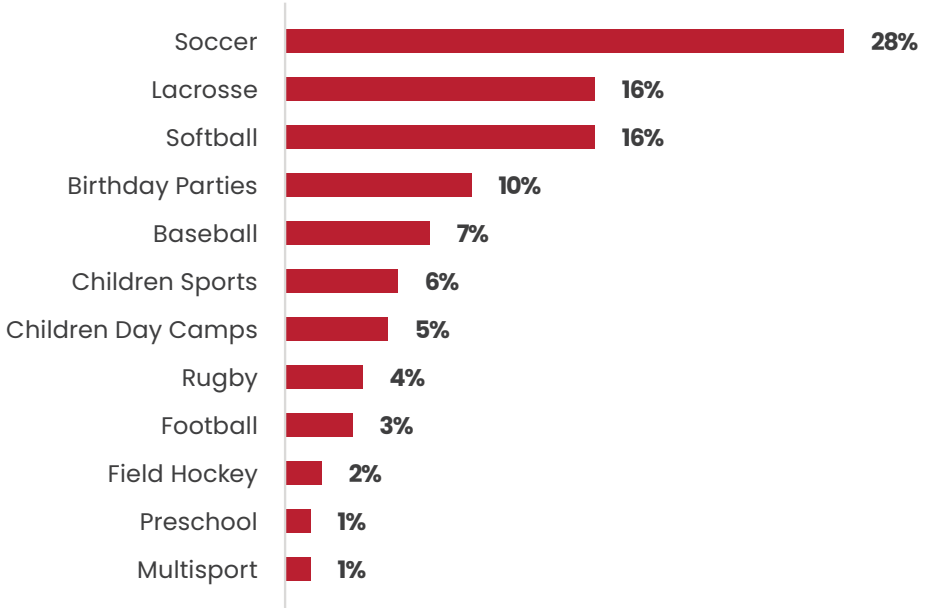
Estimate Visits to the Facility	2018	2019	2020	2021	2022	2023
Turf Fields	90,151	79,053	43,714	43,686	85,586	88,595
Hardcourts	88,814	78,586	39,308	38,544	79,230	81,954
Walking Track	7,500	7,500	7,945	5,630	9,469	10,951
Grand Total	186,465	165,139	90,967	87,860	174,285	181,500

**Walking track use was not tracked prior to 2020, an estimate was provided for 2018 & 2019*

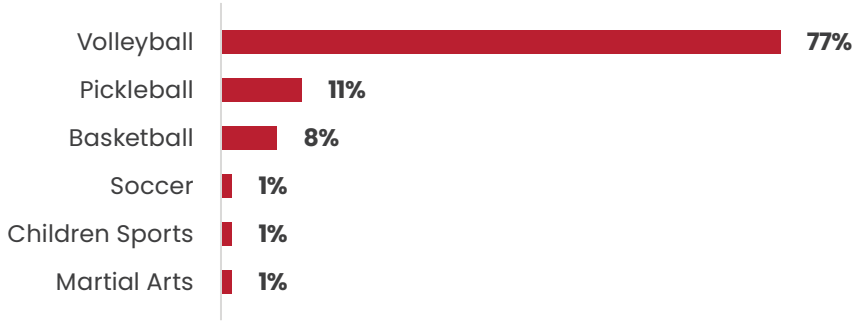
The following two graphs illustrate the proportion of participation by activity type in the turf fields and hardcourt spaces. Soccer (28%), lacrosse (16%) and softball (16%) account for 60% of all participation in the field house. Volleyball accounts for the majority (77%) of participation in the hardcourt spaces followed by pickleball (11%) and basketball (8%).

Participation on turf fields and hardcourts is different than hours booked. Some sports have higher participation due to the nature of the activity and the time allocated may not be directly related to the number of participants. For information on the hours booked on turf fields and hardcourts by activity please refer to pages 8 and 9.

Participation on Turf Fields By Activity (2023)

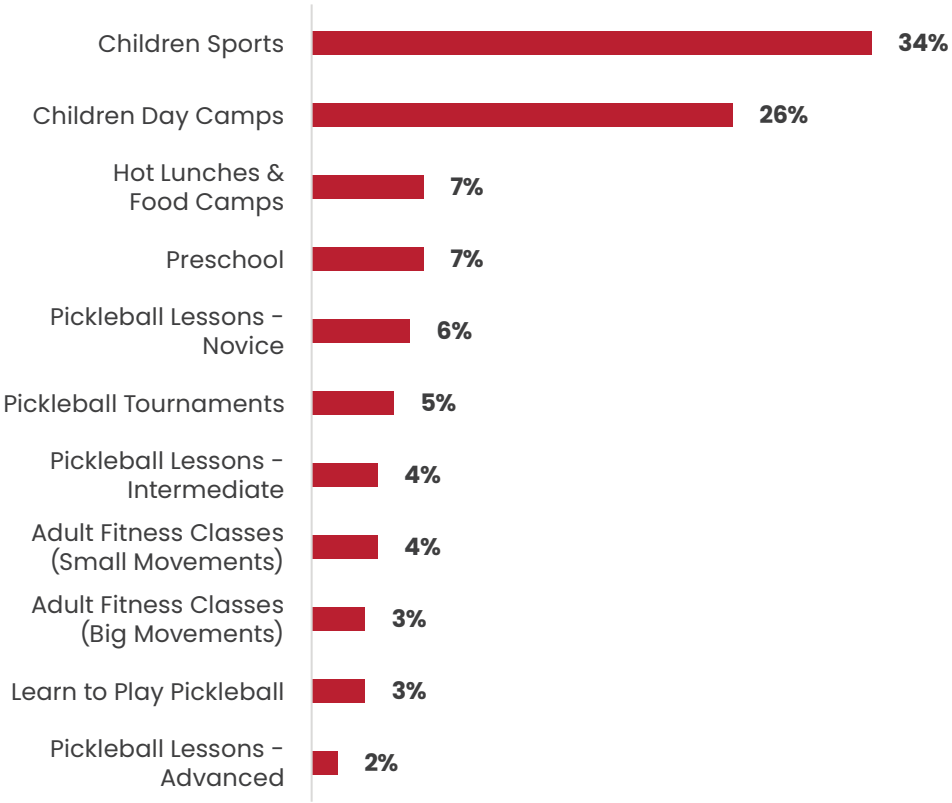


Participation on Hardcourts By Activity (2023)



Nustadia provides a variety of programming for drop-in and registered participation. Over the last 6 years, program participation has increase 146%. Childrens sport programs and day camps have been particularly popular. The adjacent graph illustrates the proportion of program participation in 2023 by activity type. 74% of program participation is in children's and preschool programming.

Proportion of Total Program Participation (2023)



Key Findings from the Analysis of Facility Visits and Participation

- Visits to the facility and in-house program participation has steadily increased over the last 5 years and are almost at pre-pandemic levels.
- Soccer and volleyball are the most popular sport activities that take place in the facility.
- People counting technology would improve the accuracy of the site visit data.

2023 User Groups Participant Statistics

The following table provides a breakdown of participants in local outdoor sport field and court user groups. This information was provided for groups that book outdoor fields in Okotoks. The table notes the players that live in Okotoks, the County, Calgary and other regional towns.

Table 8 Local Sport Field and Court User Groups Participation in 2023

User Groups*	Participants that Live in Each Community					
	Okotoks	County	Calgary	Regional Towns	Other	Total
GOFA (Football)	109	26	1	18	4	158
Foothills Minor Baseball Association	427	107	6	31	3	574
Foothills Fury Softball	121	44	2	28	4	199
Okotoks United Soccer (OUSC)	593	162	47	31	6	839
Okotoks Recreational Co-Ed Adult Soccer (ORCAS)	40	7	9	4	0	60
Okotoks Pickleball Club	98	47	35	25	14	219

**Only user groups that use the Cavalry Field House were included in this table.*

Key Findings

- The majority of user groups participants live in Okotoks or the County.
  - » On average 18% of participants live in the County
  - » On average 64% of participants live in Okotoks
  - » On average 7% of participants live in Calgary
  - » On average 9% of participants live in Regional Towns
- The Okotoks Pickleball Club has the most varied distribution of participants among the user groups.
- The information in the table does not include user groups that use indoor spaces only.

Section 3

USER GROUP FEEDBACK

3.1. Overview

Hearing from groups that use the Field House was an important element of this study. Current user groups of the Field House were contacted by the project team for an interview in late 2023 / early 2024. Additionally, the consulting team reached out to a couple specific provincial sport organizations that could help provide additional insights on participation trends and regional facility perspectives.

The following five organizations participated in an interview or provided a written response:

- Okotoks Raiders Lacrosse
- Okotoks United Soccer Club
- Foothills Minor Baseball Association
- Ace Volleyball
- Volleyball Alberta

3.2. Key Themes from Discussions

The following bullets summarize the key themes and points of interest from the discussion.

- There are some minor issues with the facility itself, but generally the Field House works well for most user groups and is viewed as a tremendous asset for the area.
- A number of group representatives indicated that they are currently unable to access as much time as they need and are concerned that this will limit future growth. Some frustration was also expressed about a lack of clarity as to how allocation decisions are made and would appreciate a better and more clear understanding of the prioritization process.
- There are varying opinions on the best future use of the space, with most groups advocating for increased provision of space (via a retrofit and/or allocations) to their specific activity type.
    - » Soccer believes expressed a desire for a non-boarded field.
    - » Volleyball would like to see more hardcourts in the facility.
    - » Baseball would like to see at least one field retrofitted for ball sports. At least 2 batting cages and mounds are desired.
- The storage available to some groups at the facilities is very important and very much appreciated.
- Some frustration was expressed with facility operations, specifically related to day to day communication with some user groups, however it was also acknowledged that running a facility of that size with a diverse array of users and uses is challenging. Ensuring that the facility is customer service focused and provides positive experiences for participants and their family / friends was regularly mentioned during the discussions.

Section 4

REGIONAL SCAN

4.1. Overview

The Cavalry Field House is unique within the immediate Okotoks area, however there are other facilities that provide similar amenities and spaces across the broader region and catchment area (within 10 – 45 minutes drive of the facility). The following three tables provide an overview of current regional facilities as well as those that may potential come online in the future (have been previously studied for feasibility or in various stages of planning or construction). A comparison of user rates is also included in this section.

Table 9 Current Facility Inventory Summary

Type of Facility	Regional Inventory	Rental Rates/ Hour**
Boarded Indoor Field Facilities	2 (Calgary)	Youth: ~$160/ hr Adults: ~$200/hr
Domed Artificial Turf	2 (Calgary)	Full Field: ~$666/hr Half Field: ~$345/hr 1/3 Field: ~239/hr ¼ Field: ~185/hr
Boardless Indoor Turf Field	9 (Calgary & Okotoks)	Per Field: ~$160/hr
Vinyl/ Rubberized Floor Field House	2 (Calgary & High River)	Per Court: ~$100/ hr

**For the complete list of facilities, amenities and distance from the Cavalry Field House see Appendix A.*

***The rental rates provided are the average rental rates of the facilities inventoried, some facilities did not distinguish between prime and non-prime.*

Table 10 Cavalry FC Regional Field House Rental Rates

Cavalry FC Regional Field House	Prime Rental Rates	Non – Prime Rental Rates
Field House	Youth: $148/hr Adult: $178/hr Non – Local Youth: $168/hr Non- Local Adult:$198/hr	Youth: $108/hr Adult: $138/hr Non – Local Youth: $148/hr Non- Local Adult:$158/hr
Gymnasium/ Hardcourt		
Group Running Track Rental	$44.00 / hour	$44.00 / hour

Table 11 Current Regional Projects

Current Projects	Organization	Details
Foothills Multisport Fieldhouse (facility to be located on a site adjacent to Foothills Athletic Park and McMahon Stadium in NW Calgary)	City of Calgary	• The new facility will support a range of uses and will include: » FIFA sized rectangular field » Track » Court space » Fitness centre » Multipurpose rooms • Approved by Calgary City Council July 2023. • The City is working on next steps for the project, including defining the development process and procurement strategy.



Concept Image: https://www.calgary.ca/major-projects/foothills-fieldhouse.html

Table 12 Other Projects / Studies that Explore Field House Facility Feasibility

Project	Community	Study Details	Movement to Date
Rocky View County Langdon Recreation Centre Feasibility and Business Case Study (2022)	Rocky View County	Rocky View County conducted a Feasibility and Business Case Study to examine opportunities for a recreation centre in Langdon. Two facility concepts were developed for the recreation centre; one concept has a fieldhouse and the other an ice rink. The results of the study suggest that the Fieldhouse Concept would be more the adaptable, cost effective, and provide greater variety of opportunities for the community.	No decision on the project has been made.
Langdon Recreation Centre Business Case (2020)	Langdon	The development of a business case was undertaken jointly by the Langdon Recreation Centre and Langdon Community Association. The business case was deemed necessary to build off previous community engagement, visioning, and strategic planning overtaken over the past 10-12 years.	The Rocky View County Langdon Recreation Centre Feasibility and Business Case Study was undertaken by the County in 2022.

Project	Community	Study Details	Movement to Date
City of Chestermere Recreation & Leisure Centre Feasibility Study (2015)	City of Chestermere	The City of Chestermere set out to explore community need and demand for indoor recreation facilities both now and in the future. The study emphasized the importance of sustaining current facilities before contemplating major investment in new, expanded service levels. A list of facilities spaces was identified and ranked through research and engagement with the community under the guidance of a Task Group. The Field House Facility was ranked top of the list followed by indoor walking track, fitness centre, and studio space.	The City indicated that they would be interested in exploring partnership arrangements to further explore the viability of a new facility.
Calgary Villains Soccer Dome	Calgary Villains FC (830 59 S.E)	Calgary Villains FC currently operates a training facility and has established developing an 11 v 11 air supported dome as a major initiate.	Civil work is currently ongoing and the Club is fundraising for next steps.

The Town of Okotoks has also approved the development of an indoor pickleball centre that will include 12 indoor and 12 outdoor courts.

Key Findings from the Regional Scan

- A new major field house facility is being planned for NW Calgary (Foothills site) that is likely to have impacts across the region.
- Boarded fields/courts are being phased out with practically all newer and retrofitted facilities moving towards boardless indoor turf and court space.
- The user rates at the Field House are on par with regional comparators with similar facility components and spaces.
- The development of Club operated indoor facilities has steadily grown in the region. While most of these facilities are focused on Club programming, it is likely that some excess hours will be available for outside user groups.
- The approved pickleball centre in Okotoks is likely to have some impact on regional needs for indoor and outdoor pickleball.

Section 5

TRENDS AND LEADING PRACTICES SUMMARY

5.1. Why are trends and leading practices important?

Like all publicly provided services, local and regional government investment in sport and recreation is undertaken to accrue wide ranging community benefits to both the direct user and broader community (or region). Investment in sport and recreation facilities accrues the most benefits when operations are optimized, and programming / space allocations are best aligned with needs. Staying current on regional, provincial, and national trends and best practices can help ensure future decision making and the overall provision of valued community facilities meets these overarching objectives. It is also important to recognize that sport and recreation activity preferences and demands are highly dynamic – evolving over time based on a host of factors. Scanning trends and best practices data and sources can help sport and recreation providers anticipate future changes and supports proactive planning.

5.2. Summary of Trends and Leading Practices

Highlights as follows is a summary of key trends and leading practices. **Please refer to Appendix B for additional detail on each.**



Increasing demands for spontaneous and less unstructured (non-organized or less formal) forms of sport and recreation activities.



Growth of female participation in sport.



Resurgence of ball, especially in regions like Okotoks with a strong presence of high level ball and training opportunities.



Consistent participation growth in soccer, both indoors and outdoors.



Shift away from boarded turf pitches to non-boarded, covered fields.



Increasing expectations among sport and recreation facility users for comfort and convenience amenities (e.g. Wi-Fi, change areas, lobby and social spaces, spectator seating, etc.).



Integration of indoor and outdoor facilities to leverage available resources and capitalize on operational and programming synergies.



Increasing focus on equity and inclusion in sport and recreation.



Shift in facility allocations practices away from “historical rights” by tenured user groups to approaches that further advance equity and alignment between users and community benefits.

Section 6

SUMMARY OF FUTURE NEEDS AND CONSIDERATIONS

6.1. Summary of Key Findings

Summarized below are key findings from the research and analysis presented in Sections 2-5.

- The turf fields in the facility are highly utilized during select winter and early spring months (January to March/April). During this quarter of the year minimal prime time capacity exists to accommodate new users and bookings. However, a fair amount of capacity exists during the remaining ~8 months of the year with minimal use in the summer.
- The hardcourts are well utilized during a wider timeframe (fall and winter) than the turfed space. While turf space is at a premium during typical prime time hours (evenings and weekends), demand for the hardcourt space is highest during the day and has increased with the growth in demand for pickleball and fitness.
- Trends suggest a continued demand for and increasing supply of non-boarded indoor field space in the broader region.
- The Town of Okotoks has approved a new pickleball facility in Okotoks (12 indoor and 12 outdoor courts).
- Existing facility user groups have varying opinions on the best future options for the Field House.
- Opportunities exist to enhance operations of the facility, specifically data management and allocations process clarity / communications.
- Trends and best practices support continuing to provide facilities that are flexible and adaptable. These facilities are best able to evolve and meet dynamic user needs and reduce the risk on public sector owners of a facility becoming obsolete.

6.2. Key Future Considerations

The future options for the Field House (as further outlined in Section 7) include both the renewal of existing indoor space and potential new amenities adjacent to the existing structure. Building on the key findings from the research and analysis, identified in the following table are several important considerations that are likely to impact further options exploration and decision making.

Table 13 Summary of Key Considerations

Consideration	Potential Impacts on Field House Options
The Town of Okotoks has approved the development of a new pickleball centre (12 indoor and 12 outdoor courts)	• May potentially reduce current demand/use for pickleball at the facility. • New facility in Okotoks could fulfill all need in the area.
Increasing supply of non-boarded indoor turf fields in the Calgary region.	• The new Foothills facility in NW Calgary is likely to be a destination for regional and provincial tournaments. • The supply of non-boarded fields and court spaces has increased significantly over the past 10-15 years with some additional new projects having the potential to come online. While growth continues for many field sports (especially soccer), some risk of oversupply within the region could exist.
User groups do not feel that they can access adequate space during peak times of the year.	• While data supports that turfed space at the Field House is limited from January to April, capacity exists during much of the year. Future options exploration and decision making will need to determine if meeting peak time demand that exists for approximately one-quarter of the year warrants increased investment (e.g. changes to existing space of expansion). • Opportunities may exist to revisit how space is allocated.
The facility operator has evolved to meet emerging fitness and other recreation programming gaps.	• Increasingly, the facility is being used for non-organized sport purposes such as camps, fitness classes, and introductory / shorter duration sport programming. The current spaces seem well suited to meeting these needs.

Section 7

FACILITY OPTIONS

Four potential facility and site investments were identified based on the research and engagement conducted for this study. Provided as follows is a summary synopsis of each option that was reviewed.

Feasibility of Conversion to Unboarded Soccer

The project team reviewed the feasibility of converting some or all of the playing surfaces from boarded to unboarded soccer. The four playing surfaces are 85' wide by 200' long (26 m x 61 m), as measured to the perimeter boards. For unboarded soccer, the runout distance beyond the playing field lines is a minimum 3 m, meaning the available playing surface for unboarded soccer would be only 20 m x 55 m per existing surface. Based on Canada Soccer guidelines, the existing playing surfaces are too small for unboarded soccer for any age group other than U7.

Table 14 represents the minimum field size for unboarded soccer, for the applicable age group (per Canada Soccer). The dimensions in brackets include the field of play plus runout areas.

Table 14 Soccer Canada Playing Field Guidelines

Age Group	Width (m)	Length (m)
Full Size Soccer (U13 and above)	45 – 90 (51-96)	90 – 120 (96-126)
U12	42 – 55 (48-61)	60 – 70 (66-76)
U10-U11	30 – 36 (36-42)	40 -55 (46-61)
U8-U9	25 – 30 (31-36)	30 -36 (36-42)
U7	18 – 22 (24-28)	25 -30 (31-36)

Table 15 Dimensions of Existing Boarded Fields at the Facility

Existing Fields	Available Width (m)	Available Length (m)
Single Field	26	61
Combining 2 (3+4)	61	64
Combining all 4 (1 to 4)	64	102

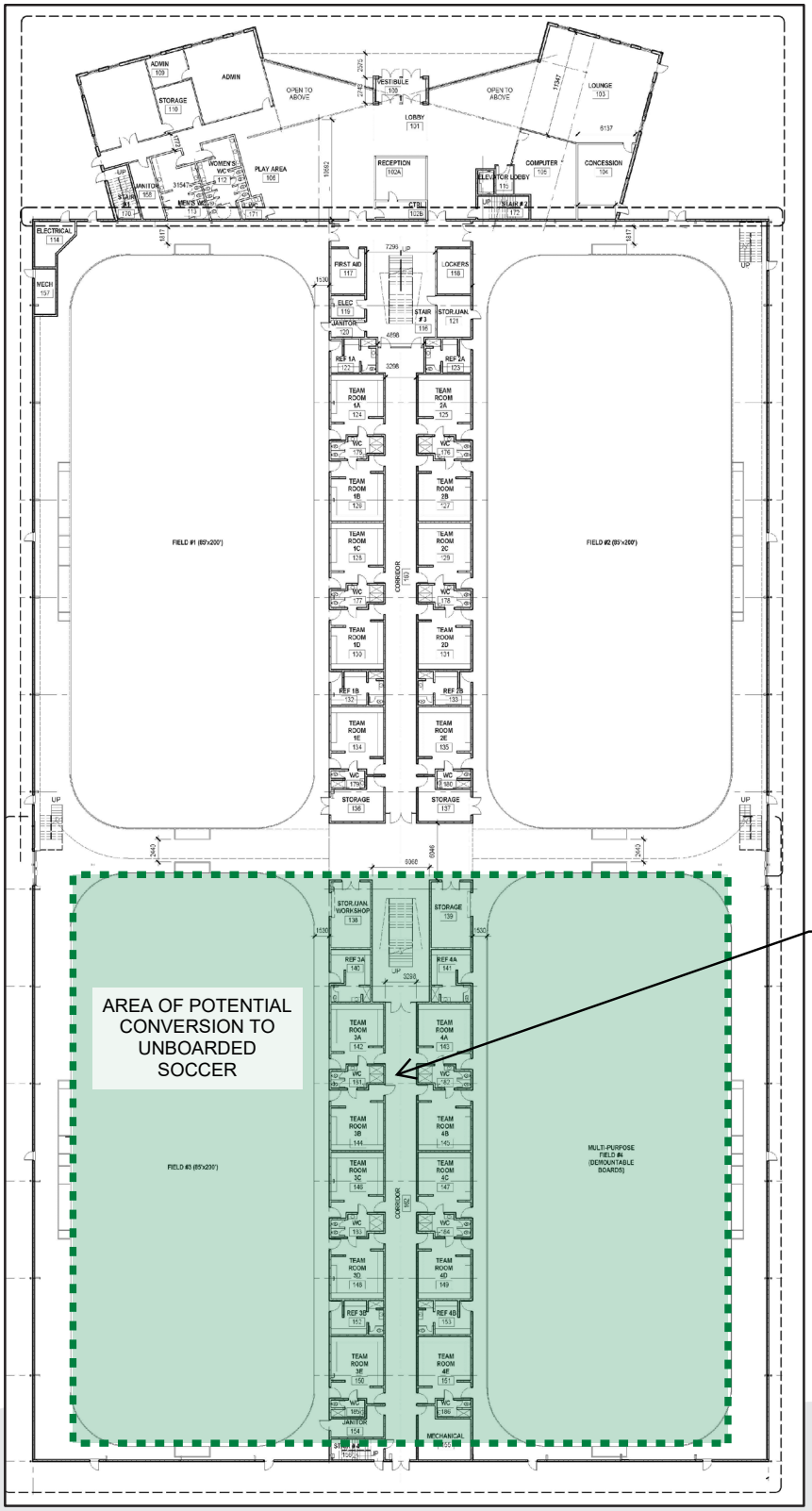
Note the combination dimensions above consider the center area between the existing fields would require demolition and either loss or reconstruction of the above viewing platform, washrooms, mechanical rooms and multi-purpose spaces (which existing between the fields and on the second story). For the combination of all four fields, a portion of the existing track would require reconstruction or removal in order to re-support the section that passes onto the second floor. Combining two or more of the fields would require a more detailed evaluation of the structural, architectural and building code implications for the building, which is outside of the scope of this study.

Combining existing fields 3 and 4 and converting to unboarded soccer would allow for soccer play by ages up to U12 (assuming an additional 2 m could be 'found' outside of the existing boarded area – ie. existing aisles). Combining all four surfaces would open up the possibility for U12 and above, however, this would come at a loss of the flexibility of two of the fields for other non-field uses, as well as loss of additional washrooms, changerooms as well as significant cost for demolition and reconstruction of the upper floor.

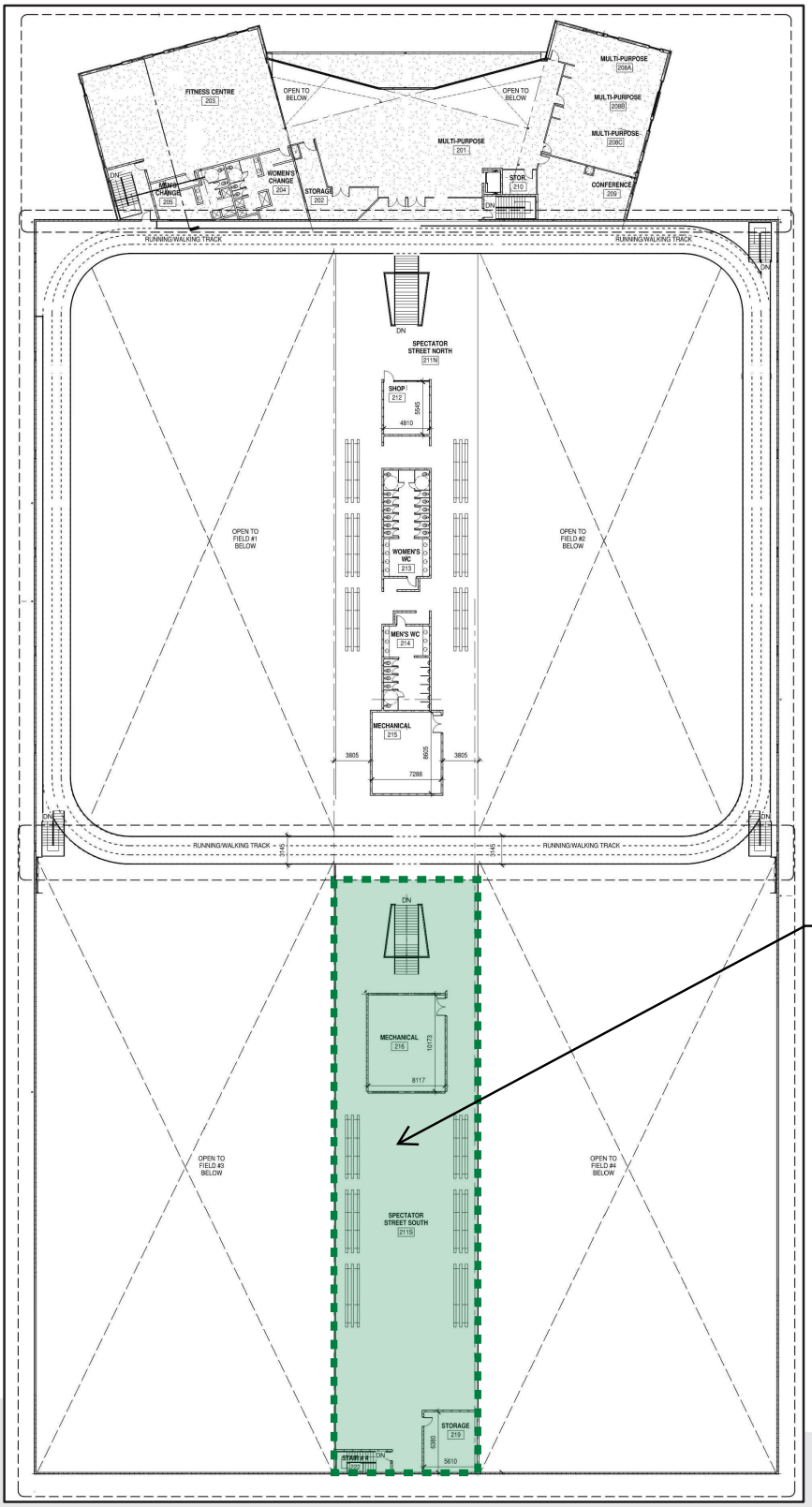
If unboarded soccer will be reviewed further, we would recommend limiting the scope to the combination of fields 3 and 4 only. This would provide the most flexibility as compared to the resulting impact to the existing building.

Non-Boarded Field Retrofit Concept Plan

LOWER FLOOR PLAN



UPPER FLOOR PLAN



AREA OF UPPER FLOOR IMPACT

Replacement of Artificial Turf

The existing fields are surfaced with an older generation synthetic turf system. It is a dense flat pile product with a thin underlying shock pad that requires replacement. The following summarizes our recommendations for turf replacement (refer to attached technical memo for additional details):

- For unboarded soccer, should this be considered, we recommended infilled synthetic turf on a shock pad with EPDM or TPE infill. Infilled synthetic turf provides the best surface for soccer and other multi-use field sports, and is considered the standard for indoor and outdoor synthetic turf fields.
- We do not recommend infilled synthetic turf for the existing boarded surfaces. Infilled turf is not removable, and furthermore, tracking of rubber granules would be a maintenance issue without significant sport benefit (for boarded soccer).
- For the existing boarded fields, we recommend the newer generation indoor, thicker pile removable turf systems on a shock pad. These systems are more expensive than the existing turf system in use at the fieldhouse, however, they provide a better quality and safer user experience.
- For procurement of the turf, we recommend an RFP or tender to multiple vendors using Okotoks or Foothills standard procurement practices. There are at least three major turf manufacturers that would be capable of bidding the newer generation indoor systems.
- For quality control, assurance and auditing purposes, we recommend the RFP or tender be limited to turf manufactured in Canada, the United States or Europe.
- The warranties provided by the turf manufacturers for indoor turf can vary substantially both in duration and conditions. We recommend the warranty be part of the evaluation criteria for the RFP or tender.

Softball Enhancements

Use for softball would be enhanced should consideration be given to combining fields 3 and 4. This would allow for greater flexibility of play on the larger, mostly square surface.

Indoor batting cages could also be incorporated by shortening one of the boarded fields (potentially 3 or 4). Currently the boarded fields are long and narrow, which is not desirable for soccer. This conversion could be considered in conjunction with turf replacement, or potentially as part of the conversion to unboarded soccer.

The area required two side by side batting cages would require one of the fields be shortened by approximately 35 feet (from 200’ to 165’).

Addition of Outdoor Playing Fields and Diamonds

The site is located in an area that is not accessible by walking or biking, and as such as would recommend that improvements should be 'destination' amenities. This would include tournament fields or high demand unique outdoor features. A second consideration would be to identify amenities that would encourage high use during the early fall, summer and late spring seasons when the indoor facility is at its lowest utilization. High utilization of the outdoor spaces would encourage additional foot traffic into the fieldhouse site, increasing indoor utilization with players and spectators coming inside for food service. In addition, during tournaments the potential exists for indoor batting cages and the indoor fields to be used as warm-up and pre-game training.

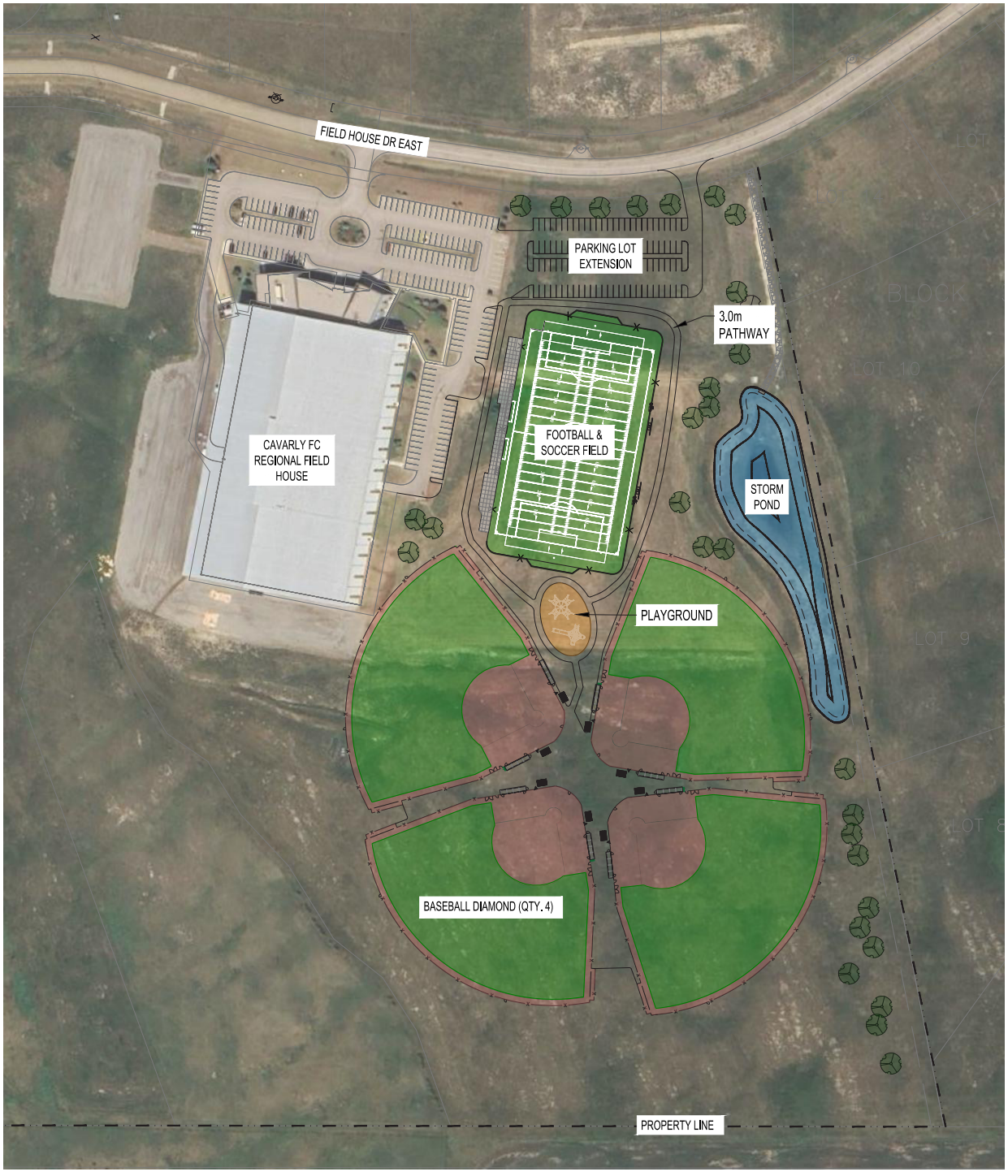
For the outdoor concept plan propose a quad ball diamond complex (could be fastpitch, slow pitch or baseball), with an outfield sized at 300', plus one synthetic turf multi-use field. The quad diamond complex would attract tournaments. The synthetic field will attract soccer, football, and other outdoor field sports during times the indoor facility is very slow. This allows for better shared utilization of the indoor amenities (washrooms, changerooms and concession) as well as the parking lot.

If desired, the synthetic field could be permanently covered, or alternatively seasonally covered. We add the following cautions on constructing an indoor full size field for consideration:

- An indoor field on the same site will likely further reduce utilization of the existing indoor facility for soccer (bookings will be diverted from the existing boarded fields to the unboarded large field).
- There are a number of new indoor fields scheduled to be constructed in the region and there may be some risk of regional overcapacity.
- The indoor field will also experience a reduction in bookings during the same period that the existing facility is slow (late spring, summer and early fall).

As a second option for the outdoor space, a second synthetic field could be constructed with some mixed uses, possibly grass fields or two ball diamonds.

The synthetic field(s) should be lit to optimize use. To promote tournament and adult slow pitch use, we recommend at least two of the ball diamonds be lit.



OUTDOOR CONCEPT PLAN A
CAVALRY FIELDHOUSE ALLOCATION AND UTILIZATION REVIEW

DWG No. 23-0572-A

BINNIE

JUNE 5, 2025

7.2. Review of the Potential Options

The table below identifies potential pros and cons associated with each of the four options.

Table 16 Summary of Options Pros and Cons

Options	Pros	Cons
Conversion to Unboarded Soccer	• Aligns with trends. • Potential to meet user group demands. • Increased program flexibility	• Challenging and costly given the existing facility infrastructure (further engineering and technical analysis is required). • Would require relocation of changerooms and washrooms. • Impacts on existing program uses and spaces (hardcourts). • Risk of market saturation for non-boarded indoor turf in the region.
Replacement of Artificial Turf	• Existing turf is nearing end of life, replacement will be required in the near future. • New turf technologies have increased safety.	• None
Softball Enhancements	• Softball has become a significant user of the space, adding batting cages would further enhance off-season training opportunities. • Batting cages are a relatively low cost amenity addition. • Presents opportunity square off existing fields.	• The addition of batting cages may require shortening of an existing field.
Addition of Outdoor Playing Fields and Diamonds	• Creates a significant indoor-outdoor sport field hub site that could enhance the ability of the partners to attract tournaments and other sporting events. • Makes use of existing land that is well suited as a destination sports facility. • Artificial turf field could be covered in the future. This option likely presents a lower cost and more effective solution to meeting non-boarded, indoor turf needs than retrofitting existing indoor space. • Opportunity to increase off-season use of the existing indoor facility.	• Market need and benefits relative to cost may require further review and analysis.

Section 8

FINANCIAL IMPACTS

The table below outlines capital cost estimates for the major items included within the options identified in Section 7. It is important to note that these estimates are high-level and will require further review and updating as/if the options move forward.

Item of Work	Order of Cost
Indoor:	
Conversion to Un-Boarded Soccer (Fields 3 and 4)	Not defined – assessment of structural, mechanical and code impacts required.
Moveable Batting Cages (2)	$60,000
Synthetic Turf Replacement (3 surfaces)	$940,000
Outdoor:	
Ball Diamonds (4)	$4,600,000
Lighting for 2 Diamonds	$1,200,000
Synthetic Turf Field (incl. Lights)	$3,600,000
Playground	$500,000
Pathways, Parking, Site Lighting and Landscaping	$1,600,000
Total Outdoor	$11,500,000
Other:	
Air Supported Dome	$6,000,000

**Costs include design fees and exclude GST*

Section 9

SUMMARY

Replacement of the artificial turf on the existing surfaces will be required in the near term. The main factor impacting timing on this turf replacement is whether or not further consideration is given to conversion to existing boarded fields to unboarded surfaces. As discussed in Section 7, this conversion is likely to be costly (if viable at all) and will require washrooms and changerooms to be relocated.

It is the consultant's recommendation that a more cost effective and beneficial approach would be to add outdoor sports fields on the site. Doing so would create a significant indoor-outdoor sports hub, increase off-season use of the Field House, and (if an artificial turf field is included) provide a future opportunity to meet non-boarded sport field needs through a seasonal or permanent dome.

The addition of batting cages to the indoor Field House presents an additional opportunity to meet the needs of an emerging and significant user group. A few possibilities exist for the addition of batting cages, and the decision on whether to retrofit boarded to unboarded space will impact the best location for this potential amenity addition.

Using this study as a point of reference, the Field House partners will need to determine the best course of action and whether resourcing can be secured to undertake the facility enhancements and/or additions that are determined to be most beneficial. Should significant retrofits to the indoor space and/or outdoor amenity additions to the site move forward, the Field House partners will need to procure the necessary engineering, architectural, and costing expertise to undertake subsequent levels of design and planning.

Regardless of the capital works undertaken to the facility or site, opportunities to optimize operations and use of the facility should be further explored with the contracted operator. Accessing accurate utilization and bookings data was a challenge for this study – an increased focus on data collection, management and analysis will help ensure future planning is well informed. Additionally, analysis of utilization and bookings data that was available suggests that facility use is highly concentrated into 3-4 months of the year with capacity to increase use during the majority of the year. While this dynamic is fairly typical in many indoor field facilities in winter climates (with groups preferring to be outdoors in the spring, summer and early fall), the partner municipalities should continue to work with the facility operator to identify more opportunities for non-peak season use.

In addition to increasing overall use, other opportunities exist to continue optimizing facility operations to ensure that the facility provides maximum benefit to users and residents. Specific opportunities identified through the project research and engagement include:

- Better data collection, management, and integration in decision making (e.g. ability to more effectively analyze bookings and registration data to inform programming decisions, scan system to track overall visitation, etc.).
- Continuing to embed a customer service focus and culture amongst staff.
- Reporting back to facility users and the public (share success and impact of the ongoing public investment in the facility).



APPENDICES

Appendix A: Regional Facilities

Facility Name	Owner	Amenities	Number of Fields/ Courts	Surface Type	Size	Rental Cost	KM From Centre of Cavalry Field House
Bob Snodgrass Recreation Complex (BSRC) - Cargill Field House	Town of High River	Two-lane walking track Spectator seating for 200 people A meeting room 33,000 sq. ft. of playing surface	1	Vinyl/ Rubberized	33,000 sq. ft.	Single User: $137.50/hr Community Group: $92 /hr Half of Field House: 60% of the hourly rate Birthday Parties: $150/hr	15.6 km
Calgary Southwest United Soccer Centre	United SWU	Four indoor artificial turf fields Separate Washrooms Foyer spectator seating	4	Turf	Full Field: 65 yards x 38 yards	Full Facility (4 fields): $450/hour 1/2 Facility (2 fields): $250/hour Per field (1 field): $140/hour Lobby Use (4 tables): $35/ hour	35.3 km
Accurate Field House	Privately Owned and Operated	Two indoor turf fields	2	Turf	Not Provided on Website	Prime Time (Mon - Friday 5 -10pm & Saturday and Sunday 9am - 10pm): $150/hour Non Prime (Later night and daytime): $115/hour	41.8 km

Facility Name	Owner	Amenities	Number of Fields/ Courts	Surface Type	Size	Rental Cost	KM From Centre of Cavalry Field House
Macron Performance Centre	Calgary Foothills Soccer Club	FIFA international regulation size artifical turf field 2,000-square-foot gym area Offices and teaching facilities	1	Turf	Full Field: At least 105 metres x 68 metres (not explicitly noted on website other than that it is FIFA regulation sized)	60x34 Yards (7v7 Games):$200/ Hour 70x39 Yards (8v8 Games): $250/ Hour 63x75 Yards (9v9 Games): $350/ Hour 125x75 Yards (11v11 Games): $650/ Hour	41.1 km
Foothills Skills Centre	Calgary Foothills Soccer Club	Five indoor turf training fields Coaches' room Meeting room Viewing areas	5 Training Size	Turf	Five, 8,000-square-foot indoor turf training fields	Not posted on website	39 km
Calgary Soccer Centre - Main Building	City of Calgary	Four indoor sports fields (boarded) Player change rooms, Boardrooms Public washrooms	4	Turf	Full Field: 41.5 x 19.5 metres and 37 x 17.5 metres.	Non prime time:(Mon - Fri before 6:00 p.m.) $155.17/hour (Adult) $155.17/hour (Youth) Prime Time: Monday – Friday after 6:00 p.m. and Saturday & Sunday: $199.36/hour (adult) $162.54/hour (youth) Tournament -Minimum of 20 hours booked over three days: $129.78 (adult) $129.78 (youth) School: 112.59/hour	39.5 km

Facility Name	Owner	Amenities	Number of Fields/ Courts	Surface Type	Size	Rental Cost	KM From Centre of Cavalry Field House
Calgary Soccer Centre - Annex Building	City of Calgary	Four indoor artificial turf fields (boarded)	4	Turf	Full field: 41.5 x 19.5 metres	Non prime time:(Mon - Fri before 6:00 p.m.) $155.17/hour (Adult) $155.17/hour (Youth) Prime Time: Monday – Friday after 6:00 p.m. and Saturday & Sunday: $199.36/hour (adult) $162.54/hour (youth) Tournament -Minimum of 20 hours booked over three days: $129.78 (adult) $129.78 (youth) School: 112.59/hour	39.5 km
7 Chiefs Sportsplex - Chief Jim Starlight Centre	Tsuut'ina Nation	The Chief Jim Starlight Centre is over 50,000 square feet of multi-purpose venue space Player and referee dressing rooms, Variety of meeting rooms including one that overlooks all the action	4	Cushioned flooring - Vinyl	Space is 50,000 Sq. ft. (4 basketball courts, 8 volleyball courts, 8 pickleball courts, 16 badminton courts)	Gym Court - Summer $95.00/ hour Gym Court Non Prime Fall Winter $45.00/hour Gym Court Prime Fall Winter $100.00/hour	38.8 km

Facility Name	Owner	Amenities	Number of Fields/ Courts	Surface Type	Size	Rental Cost	KM From Centre of Cavalry Field House
Duvernay Fieldhouse	Okotoks Dawgs	A full-sized infield with a field turf surface Six batting cages and multiple pitching mounds Dawgs team clubhouses with a complete weight and cardio training room Fieldhouse includes coaching and administrative offices, Multiple showers and washroom facilities A team boardroom,	1	Turf	Full Sized Infield: 165 X 150 feet	Not posted on website	7.9 km
Shouldice Seasonal Dome	City of Calgary	One dome covered soccer / football artificial turf field with lights Floating football uprights Washrooms (outside of the Dome)	1	Turf	Full Field (150 x 65 yards) Half Field (75 x 65 yards) Third Field (50 x 60 yards) Quarter Field (75 x 32.5 yards)	Whole Field (150 yards x 65 yards): $682.50/hour Half Field (75 yards x 65 yards): $341.25/hour Third (50 yards x 60 yards): $227.50/hour Quarter (75 yards x 32.5 yards): $170.63/hour	56.7 km

Facility Name	Owner	Amenities	Number of Fields/ Courts	Surface Type	Size	Rental Cost	KM From Centre of Cavalry Field House
Calgary West Soccer Centre	Privately Owned and Operated	One domed artificial turf field	1	Turf	71, 041 Square Feet (120 x 66 Yards) (110m x 60m) 11v11 Games	Full Field: $650/ hour Half Field: $350/ hour 1/3 Field: $250/hour 1/4 Field: $200/hour	62.6 km
City of Calgary Foothills Multisport Fieldhouse - PROJECT	City of Calgary						54 km

Appendix B: Trends and Best Practices

Maximizing Fieldhouse Investment

Historically, fieldhouse facilities were designed to be large indoor practice and competition venues for elite sport. More recently, communities are developing indoor facilities that are designed to accommodates multiple activities and a wide variety of user groups. As facilities age, some features will reach end of life (e.g., floor surfaces, boards, mechanical pieces, etc.,) well before the building envelope. Athletic Business suggest that the following points are important design elements to considered when developing a new fieldhouse or modernizing an existing facility in their 2013 article, Maximizing Field House Investment Through Improved Design.

- Building relationship to other facilities
- Space configuration
- Materials (interior and exterior)
- Storage
- Mechanical Systems
- Amenities (egresses, restrooms and spectator seating)

In addition to the above considerations, facility operators should consider the business that they are in, who are their primary user groups and what level of flexibility makes sense[1].

Recent Learnings

The Canadian Recreation and Parks Association undertook a multi-phase COVID-19 recovery initiative for the recreation and sport sector that was intended to help decision makers improve planning, operations and delivery of facilities, programs and services. Many of the study's findings are relevant to the future for facility operators.

- The pandemic exacerbated a shift in Canadians' priorities from a "fitness focus" to a broader emphasis of individual wellbeing and community wellness including mental health. Program offerings should be planned, promoted and delivered with the wholistic health message as the core intent.
- Sport and physical activity consumers expect service providers to give priority to the safety and health security of participants and staff.
- Consumer preference for access to outdoor spaces and outdoor activity opportunities will remain high for the foreseeable future. Participants may expect providers to offer a balance between indoor, facility-based programming and outdoor programming, including hybrid and holistic programming.
- Families may reassess how organized sport fits within their newfound needs and future schedule, potentially placing greater value on self-supervised recreation activities than on leisure travel or competitive sport.
- Future sport and physical activities will likely be health and relationship-focused, which has messaging and delivery implications for the sport sector.

1 Athletic Business (2013). Maximizing Fieldhouse Investment Through Improved Design. Retrieved from: https://www.athleticbusiness.com/facilities/gym-fieldhouse/article/15142821/maximizing-field-house-investment-through-improved-design

- When planning and retrofitting recreation and sport facilities, adopt design and construction strategies developed by the health sector - such as modular construction, adaptable and flexible designs, lightweight structures and, most importantly, using hygienic building materials that are anti-bacterial or easily sanitized. Like healthcare locations, materials used for indoor surfaces must be able to withstand bleach and high-grade disinfectant: this includes but is not limited to upholstery, carpet, wall coverings, paints, ceiling tiles, desk surfaces, cabinets, and workout equipment.
- Understanding and responding to indoor air flow, ventilation and improving air handling is one of the most important strategies to mitigate the risk of virus transmission indoors. Operating priorities should ensure spaces do not get overcrowded and pay attention to air flow, pinch points, physical distancing, and scheduling to determine maximum occupancy. To address virus transmission risks, new facilities should be designed with enlarged entrances, wide corridors which reduce pinch points, or multiple entrances to reduce travel time and allow for physical distancing if future pandemic-like situations arise. The design of change-rooms needs to be reconsidered to allow for physical distancing, while also improving cleaning opportunities and air handling capacities.
- In re-designing or when operating existing facilities, it is important to understand users' travel patterns within buildings to allow for physical distancing and virus transmission risk reduction. Facility designers and operators need to revisit how they manage capacity and traffic flow to allow for appropriate physical distancing throughout an entire facility.

Sport Trends

Sports of Interest Environmental Scan

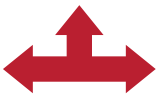
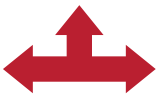
The following table provides a high-level summary overview of trends indicators locally, regionally and beyond for a number of selected sports activities. Also identified are key factors and considerations that are currently impacting these trends indicators or which may do so in the future.

Legend				
High Levels of Increasing Demand	**Moderate Levels of Increasing Demand**	**Stable Demand**	**Flatlined or Gradual Decrease in Demand**	**Unknown / More Exploration Needed**
				

Table 17 Sport Participation Trends

Activity	Local / Regional Trend Indication	Provincial / National Trend Indication	Seasonal Activities	Considerations
Baseball			**Fall /Winter Indoor Activities** **(October – April):** • Skills Clinics • Training Camps • Try outs and evaluations (Jan – March). **Spring/ Summer Outdoor Activities** **(May – September):** • Regular season begins in May • Provincials are in July • Nationals are in August • Fall ball occurs throughout September	• Registration in baseball and softball is increasing – around 30,000 registered in softball and baseball in Alberta. • Baseball Alberta estimates 19,000 registered players in 2022, up from just 8,000 in 2006. • Nationally there is a growth in female identifying players.

Activity	Local / Regional Trend Indication	Provincial / National Trend Indication	Seasonal Activities	Considerations
Football			**Spring/ Summer Outdoor Activities** • Training and selection camps (April) • Major showcases (July) • Summer camps **Highschool Outdoor Season** • August – November **Some early season training and selection camps have been booked domed facilities (The Dome, Foote Field, and Shouldice Park)*	• Football Alberta has a membership of over 600 teams and approximately 20,000 players, coaches, officials and volunteers. • Calgary women's league experience significant growth between in player registration between 2022 and 2023.
Lacrosse			**Fall /Winter Indoor Activities** • Camps and clinics (Feb – March) for field lacrosse • Box lacrosse season runs from March – July **Spring/ Summer Outdoor Activities** • Field lacrosse season is July & August in Alberta	• Lacrosse Canada reports little change in participation rates. • Arena (dryfloor) is the preferred venue for box lacrosse. • Box lacrosse is played almost exclusively in Canada.

Activity	Local / Regional Trend Indication	Provincial / National Trend Indication	Seasonal Activities	Considerations
Pickleball			Pickleball is played year-round indoors and when weather permits outdoors.	• Pickleball experienced rapid growth locally, provincially and nationally. Demand could be starting to stabilize, however more research is needed. • Pickleball is among the top trending sports for the Calgary Sport and Social Club. • Recent trend of younger adult participation in pickleball. • Pickleball courts are 44ft long and 20 ft wide but its recommended that the playing surface measures at least 54ft by 24ft.
Rugby			**Fall /Winter Indoor Activities** • Indoor training typically begins mid January – March **Spring/ Summer Outdoor Activities** • Outdoor season begins March and runs till October	• Rugby Canada reported a 141% increase to membership participation in 2021 from 2020, with Alberta reporting nearly 4000 registered members. • Prior to the pandemic registered rugby players in Alberta increased 175% between 2012 and 2019. • Rugby in Canada is continuing to see growth in female identifying players.

Activity	Local / Regional Trend Indication	Provincial / National Trend Indication	Seasonal Activities	Considerations
Soccer			**Fall /Winter Indoor Activities** • Indoor soccer season is October – May (depending on the club) • Younger children/ non competitive play is mainly occurring on weekends • Locally, there is an indoor tournament held in January at the Cavalry Field House **Spring/ Summer Outdoor Activities** • The seasons vary by age range and club/ high school season from May – October.	• Soccer continues to experience growth and is the largest participatory sport in Canada. • One of the top team sports for New Canadian youth. • Soccer Alberta is Alberta's largest individual sport association with over 100,000 members.
Softball			**Fall /Winter Activities:** • Skills Clinics • Training Camps • Try outs and evaluations. • Some possibility of winter leagues and tournaments developing. **Spring/ Summer Activities:** • Regular season begins in May • Provincials are in July • Nationals are in August • Slo-pitch runs till September/ October	• Softball Alberta reported 8,500 players and 1,500 coaches in 2021, which is about 75% of pre-COVID registration. • Growth in softball / slo-pitch is largely driven by social recreation participation among adults. • Slo-pitch is among the top trending sports for the Calgary Sport and Social Club.

Activity	Local / Regional Trend Indication	Provincial / National Trend Indication	Seasonal Activities	Considerations
Tennis			Tennis played year-round indoors and when weather permits outdoors. Tennis is not typically played on a gymnasium court.	• Tennis Canada reports that 31% of registered members are aged 6 to 17 years old.
Volleyball			**Fall /Winter Activities:** • Highschool Volleyball runs September – November • Club Volleyball runs November - May **Spring/ Summer Activities:** • Indoor camps (July & August) • Outdoor beach/ grass volleyball May - August	• Alberta Volleyball has experienced 76% growth in membership between 2009 and 2021. • Participation is largely female identifying players (approximately 70%). • Growth is limited by lack of facilities.
Basketball			**Fall /Winter Activities:** • Club season is September – March • Highschool season is November – March **Spring/ Summer Activities:** • Spring season April – June • Summer camps	• For players aged three to 17, basketball ranks as the third most popular team sport in Canada, behind soccer and hockey. • Basketball is one of KidSport Alberta top 5 most funded sports. • Many youths spontaneously participate in basketball activities at local facilities. Its one of the most popular drop-in activities.

Programming and Recreation Activity Preferences

Evolving Older Adult Activity Preferences

Although many "traditional" activities remain popular among older adult populations, demands and references are evolving. Many younger cohorts of older adults (often termed the "baby boom" generation) have differing preferences than previous generations and are increasingly looking for moderately vigorous forms of physical activity and multi-generational programs. The rapid emergence of pickleball is an example of an activity whose popularity is often driven by older adult populations.

Spontaneous Recreation

There is growing demand for more flexibility in timing and activity for leisure pursuits. People are now seeking individualized informal pursuits that can be done alone or in small groups, at flexible times, often near or at home. This trend does not eliminate the need for structured activities but suggests that planning for the general population is as important as planning for more traditional structured-use environments. Spontaneous recreation is broadly characterized as physical activities in which the activities, nature of participation and timing of participation are freely chosen and do not require registration for programs or leagues.

Wellness Trends

Mindbody is company that provides cloud-based online scheduling and other business management software for the wellness services industry. Mindbody completes a comprehensive study each year called their Wellness Index, where they ask 17,000 Americans about their wellness habits. The 2023 Fitness Trends Report is the result of that research, produced to take a closer look at fitness trends and why they matter for fitness businesses. Some key findings of that report include the following:

- The changing definition of wellness:
  - » Reducing stress, finding a sense of community and belonging are key indicators for wellness.
  - » Wellness now is larger look at quality of life, rather than just physical fitness.
  - » Respondents of the Wellness Index indicated that mental wellness, physical wellness and spiritual wellness were the most important dimensions of their overall wellness routine.
- Motivations for participating in fitness and exercise have been changing..
  - » Top reason people exercised in **2021 was to control weight**
  - » Top reason people exercised in **2022 was to reduce stress**
  - » Top reason people exercised in **2023 was to live a long and healthy life**
- Gen Z and Millennials engage in wellness more than other generations.

Fitness Trends

Fitness activity trends are always evolving. Canfitpro offers some insights into some projected trends Canada based on input from industry experts. Canfitpro Top 5 Health and Fitness Trends for 2024[2].

- Active Aging/ Older Adults Programs
- Functional Fitness
- Mental Health & Stress Management Programs
- Active Recovery & Regeneration
- Group Fitness Classes/ Programs

As indicated in the Mindbody Fitness Trends Report 2023 as well as the Canfitpro predictions for 2024, exercise to live a long and healthy life is a motivation for both younger generations (Gen Z) and older adults (Baby Boomers). Low impact workout classes such as pilates, barre and yoga were also noted as having seen an increase in participation in 2023[3].

Service Delivery Trends and Best Practices

Managing Customer Service

Some facilities concentrate too heavily on the technical side of service delivery and devote far too little time to the "people side of the business". Customer service training is sometimes sporadic because of limited resources, busy schedules, or a generally perceived lack of time. Also, many department supervisors or program coordinators do not have enough experience in customer service principles to properly guide staff to improve their customer service skills.

A prevalent misconception is that enthusiastic staff person with program delivery responsibilities will be "naturals" at providing quality customer service. But, patrons will only receive top-quality service if the facility dedicates the necessary time and resources to managing the service process.

There are two primary dimensions that make up quality customer service. The "procedural side" of service consists of established systems and procedures to deliver first class programs and quality member-oriented services. The "personal side" of service is how service level personnel (which is virtually everyone employed by the facility), using their attitudes, behaviours, and verbal skills to interact with facility patrons. Both dimensions need to be effectively managed by senior staff.

2 Canfitpro Official Magazine, Embracing a Nes Era of Fitness Top 10 Health & Fitness Trends for 2024. https://issuu.com/canfitpro/docs/layout-jan-feb-2-final-2

3 ClassPass, 2023 Class Pass Look Back Report. https://classpass.com/blog/2023-classpass-look-back-report/

Facility Allocations

Allocation policies and practices help provide clarity on which types of uses should get priority access to facility space. Historically in Canada, these policies and practices have favoured 'tenured' groups that provide more traditional types of programs (e.g. hockey, ball, soccer, etc.). While it is important to recognize the longstanding contributions of these groups and continue providing them with sufficient facility time, it is also important to ensure that new and emerging activities are provided with appropriate time to enable their success. In recent years, there has been an increasing focus on equity and inclusion considerations in facility allocations.

Sport for Life (S4L) has also developed a series of best practices and recommended principles for the allocation of facility time to user groups.

- Allocation practices are based on "standards of play" principles in terms of the time and space required by each group.
- Allocation policies are transparent and reviewed with the groups. Allocation is not done by tradition, but rather on actual requirements of all groups, including the needs of emerging sports.
- Seasonal allocation meetings are held with common users' groups to review their requests and try to achieve consensus on sharing available spaces and times.
- As seasons progress, groups are encouraged to be flexible in the reallocation of spaces with other groups when no longer needed, either temporarily or for longer periods.
- User fees and subsidies need to reflect community taxpayer support, and the rationale should be shared with sport organizations.

Other Notable Trends Impacting Space Use and Allocations

Summarized as follows are a number of broader trends in recreation, parks, and culture participation will also influence future space needs and the allocation of space.



Increasing demands for spontaneous / unstructured recreation and leisure opportunities.



The financial impact of COVID-19 on both user groups and facility providers.



Diversifying activity preferences and interests.



The evolving nature of volunteerism from longer term to shorter term commitments.



The rising cost of participating in higher levels of sport.



Increasing awareness of the need for physical literacy and the negative impacts of activity specialization.



Continued shift in infrastructure typology from single purpose facilities to those that are multi-purpose and expected to accommodate a wide array of activities and functions.

Equality and Inclusion

There is increasing cultural awareness regarding the systemic nature of racism and the structural inequalities that exist within society. In Canada, the work of the Truth and Reconciliation Commission was fundamental in highlighting and exposing historical and ongoing structural flaws within society that perpetuate racism and harm towards Indigenous populations.

Like most sectors, municipalities and other public entities that provide recreation services are in the midst of evaluating their history in perpetuating historical inequalities and future-forward solutions that can address these issues. The recreation sector is uniquely positioned to foster inclusiveness and provide a platform to help blunt racism, prejudice, and inequality.

SPARC Alberta is a multi-stakeholder collaborative of partners in sport, physical activity, and recreation from across Alberta. SPARC Alberta works on building the commitment and dedication within the SPAR sector to create a way forward for community grassroots sports in Alberta. SPARC Alberta envisions an Alberta where all children and youth have access to a grassroots recreational sport environment that fosters equity, diversity, inclusion, and builds positive youth development. The SPARC Alberta movement includes a pledge for members to commit to work towards position Alberta as a leader in grassroots sport by developing the most collaborative and well- resourced community sporting movement in the country. Members that sign the pledge agree to embrace and promote six guiding principles. It also includes several calls to action and proposed strategies on how we might reflect, reconnect, and reimagine community grassroots sport across Alberta.

SPARC ALBERTA PLEDGE

I am a member of the SPARC Alberta movement because I am committed to creating a future where all children and youth have access to safe, quality and meaningful community-based sporting environments directly in their communities.

By signing this pledge, I agree to work towards positioning Alberta as a leader in grassroots sport by developing the most collaborative and well-resourced community sporting movement in the country. I also agree to embrace and promote these six guiding principles:

- ***SYSTEM-ORIENTED:*** I will remain focused on building the systems (not just the organizations) required to collectively sustain our movement.
- ***EQUITY-FOCUSED:*** I will ensure that all of my actions and decisions consider deconlonization, equity, diversity, inclusion, and accessibility.
- ***PARTICIPANT-CENTERED:*** I will ensure all of my actions and decisions consider the holistic development and agency of all children and youth.
- ***SAFETY-FOCUSED:*** I will commit to embracing the principles of Safe Sport by fostering a culture that is free from all forms of abuse and maltreatment.
- ***EVIDENCE-BASED:*** I will value the role of evidence and commit to investing in the process that will effectively generate and mobilize the knowledge, insights, and learnings needed to grow and sustain Alberta's grassroots community sport movement.
- ***COMMUNITY-LED:*** I will value community voice and ensure the lived experiences of people closest to the issues inform all of my actions and decisions.
- ***ACCOUNTABILITY-FOCUSED:*** I recognize that system-level change is challenging and uncomfortable, but I agree to show up with an open mind and hold myself, and others, accountable to the principles in this pledge.

DATE: _____

NAME: _____

X _____

SPARC ALBERTA

APPENDIX A

CALLS TO ACTION

The calls to action are a summary of the information shared by the Sport for Life/SPARC Alberta presenters (leading researchers, practitioners and policy makers from across sport, physical activity and recreation) and delegates. Collectively, the calls to action provide some ideas about how we might reflect, reconnect and reimagine community grassroots sport across Alberta. The full report can be found here: Imagining New Futures for Community Grassroots Sport in Alberta: A Summary Of The Sport For Life/SPARC Alberta Summit

CALLS TO ACTION	PROPOSED STRATEGIES
ACKNOWLEDGE THE ISSUES WITH EXISTING SPORTING SYSTEMS AND PROMOTE ALTERNATIVES	*Lean into fear and discomfort* *Slow down and build blueprints for change* *Recognize that little changes can have a big impact* *Center the participant, not our organizations* *Ensure social justice and reconciliation are at the heart of the work*
DO THE INDIVIDUAL WORK OF LEARNING AND UNLEARNING	*Engage in processes of self-reflection and accountability* *Learn about the racisms of the past to understand how they have shaped our present*
DEFINE QUALITY, COMMUNITY GRASSROOTS SPORTING EXPERIENCES	*Ensure accessibility* *Prioritize fun, belonging, and development over winning, travel, and elitism* *Be co-developed with children and youth* *Be compatible with, but separate from, our existing competitive sporting programs* *Emphasize exploration and unstructured play*
DEVELOP A LONG-TERM, VISION FOR COMMUNITY GRASSROOTS SPORT IN ALBERTA	*Offer a new vision/ philosophy* *Communicate what is meant by community grassroots sport* *Clearly identify outcomes* *Account for urban and rural differences*
UTILIZE RESOURCES IN A WAY THAT SERVES MORE MEMBERS OF OUR COMMUNITIES	*Examine the inequitable distribution of funding* *Outline a process for securing appropriate resources* *Utilize new and existing resources* *Engage with corporate partners*
DEVELOP MECHANISMS TO AUTHENTICALLY ENGAGE WITH COMMUNITIES	*Provide opportunities to listen to equity-denied groups* *Utilize diverse leaders and develop community-led mechanisms* *Embrace the notion of "nothing about us, without us"*
LEVERAGE LOCAL INFRASTRUCTURE	*Utilize schools* *Innovative use of public spaces* *Rethink processes for facility allocation* *Examine fees at municipal facilities* *Rethink age, gender and ability categories*
UTILIZE NEW AND EXISTING PARTNERSHIPS	*Rethink collaboration within the sector* *Collaborate with Indigenous-led organizations* *Engage with corporate partners* *Engage with other sectors* *Treat Youth as Partners* *Move from transactional relationships to transformative relationships*
TAKE EQUITY, DIVERSITY AND INCLUSION (EDI) SERIOUSLY	*Ensure diversity in leadership positions (though equitable processes not tokenistic processes)* *Make equity, diversity and inclusion guiding principles for all programs*
DEVELOP MECHANISMS FOR CAPACITY BUILDING AND TRAINING	*Centralized, accessible coach certification* *Elected official training* *Spaces to reflect on historical injustices / reconciliation* *Training in non-profit basics* *Other capacity building supports as they arise*
DEVELOP MECHANISMS FOR RESEARCH AND ADVOCACY	*Gather qualitative and quantitative data* *Research and share existing/ promising practices* *Develop ongoing mechanisms for knowledge mobilization* *Communicate the value of sport in the broader political context* *Recognize that sport is political and advocacy is essential*

Data Collection

Parks and recreation departments are increasingly utilizing data to understand user behaviors, needs, preferences, and desires. According to the National Parks and Recreation Associations Survey **NRPA survey** of parks. and recreation professionals, more than 90% of respondents (in leadership roles) identified data collection and analysis as important or very important for activities such as master planning, capital investments, programming, and support staff. However, not every municipality or organization is collecting data and no two municipalities or organizations collect data using the same methods. Respondents identified facility usage data, program utilization data, demographic trends, crime data, and school enrolment as important data sources for decision-making.

In terms of methods for collecting data, surveying residents and users is the most common approach. For facility usage, some municipalities have staff manually count visitors and others use automated methods such as scanning user cards. Other departments that may be collecting useful data include public works or utilities, police and fire departments, and transportation departments. Geographic Information Systems (GIS) are also becoming frequently used within the sector to understand where users live, what amenities are available to whom and to identify gaps and opportunities geospatially.

Infrastructure Trends and Leading Practices

Boarded Field House Facilities

Indoor boarded fields have typically facilitated two types of activities; indoor soccer and box lacrosse. Indoor soccer is a very different game than what is traditionally played in an outdoor setting with the dasher boards creating game situations not found in the outdoor game[4]. There are two historical types of soccer that are played indoors; indoor soccer and futsal. The differences between those two variations are noted below.

- Indoor Soccer
  - » Six players a side
  - » Change happens on the fly
  - » No offsides
  - » Two 25 minute halves
  - » Played on a boarded turf
- Futsal
  - » Five players a side
  - » Smaller ball than outdoor soccer that is harder and less bouncy
  - » Two 20 minute halves
  - » Played on court or hard floor surface, not boarded with lines

4 Athletic Business (2010). Interest in Boardless Indoor Soccer Rises, but Numbers Often Don't Add Up. Retrieved from: https://www.athleticbusiness.com/operations/programming/article/15142403/interest-in-boardless-indoor-soccer-rises-but-numbers-often-dont-add-up#next-slide

As previously noted in this study, the region (and most other areas of the country) have seen an increasing demand and supply of non-boarded indoor fields. Probable reasons for this trend include:

- Continued professionalization of minor soccer programs and the growth of academy programs that are focused on year-round soccer training – thus requiring covered space during the winter months.
- Flexibility of non-boarded fields to accommodate soccer, ball, indoor fitness, rugby, and other field sports.
- Ability to divide spaces (similar to a gymnasium or outdoor field) and create program flexibility.

According to CUSA (Calgary United Soccer Association), their most established winter program remains indoor boarded soccer. However, their boardless indoor league grew from 34 teams in 2018/2019 to 134 teams in 2022/2023 and have been limited by their ability to acquire adequate facilities.

Accessible Facilities for All Abilities

Physical access is a significant aspect of inclusion and participation, as the built environment can be a primary barrier to participation in community life and leading active lifestyles for residents[5]. This means that the spaces used for recreation programs and activities must be accessible to all. This includes entrances, restrooms, activity areas, parking spaces, and equipment. In addition to accessibility for people who have mobility difficulties, people who are blind or deaf or who have cognitive disabilities such as autism or dementia must also have the features that will ensure their access. Therefore, facility designers must consider that a disability can take many forms and that creating a solution for one form of disability may many not necessarily remove the barrier for all.

Recreation facilities must not only consider the barriers of the build environment, but also ways to foster collaborative relationships between facility staff, able-bodied users and those with disabilities. To create a barrier free facility, tailored solutions must be developed that address the needs of those with disabilities in the surrounding communities and ensuring that they are not ostracized in the way that they use or travel throughout a facility. During a renovation or retrofit, designers should conduct a thorough accessibility assessment with those in the community, review the necessary policy and create a transition plan that outlines objectives and timelines to remove barriers that also keeps the facility as accessible as possible throughout the project.

5 Riley, B. B., Rimmer, J. H., Wang, E., & Schiller, W. J. (2008). A conceptual framework for improving the accessibility of fitness and recreation facilities for people with disabilities. Journal of physical activity & health, 5(1).

What is Universal Design?

Universal Design is the design and composition of an environment so that it can be accessed, understood and used to the greatest extent possible by all peaople regardless of the age, size, ability or disability. An environment (or any building, product, or service in that environment) should be designed to meet the needs of all people who wish to use it. This is not a special requirement, for the benefit of only a minority of the population. It is a fundamental condition of good design. If an environment is accessible, usable, convenient and a pleasure to use, everyone benefits. By considering the diverse needs and abilities of all throughout the design process, universal design creates produces, services and environments that meet people's needs. Simply put, universal design is good design.

– Source: Centre for Excellence in Universal Design

Many recreation facility design plans now focus on exceeding the minimum accessibility standards set out in codes or bylaws and pursuing external certifications from organizations like the Rick Hansen Foundation.

Rick Hanson Foundation Certification

To be RHF Accessibility Certified Gold, a Site must have:

- Designated accessible parking space(s), if parking is provided for Site users.
- Access to public transit, if the Site is located in an area serviced by transit.
- Accessible path(s) of travel leading to building or trail entrance and throughout the building or trail.
- An accessible primary entrance for public and staff (if separate).
- Access to all floors expected to be used by elevator or lift usable by everyone.
- At least one universal washroom.
- Emergency systems with visual and audible fire alarms in both public and private areas.
- Wayfinding strategies in place to navigate throughout the Site.
- Safety warning features, such as tactile attention indicators at the top of stairs and case detectable features, if there are overhead or protruding hazards along the path of travel.
- Tactile marketing for permanent room identification signs
- Assistive listening and communication enhancement technologies, when applicable to the Site.
- Accessibility provisions for the key functional facilities of the Site.

– Source: Rick Hanson Foundation 'Guide to RHF Accessibility Certification': https//www.rickhansen.com/sites/default/files/2020-05/acp-847final-guide-rhf-accessibility-certification-v30-may-2020.pdf

Equity in Facility Design

Publicly funded facilities should be designed to be accessible, available, and inclusive of all ages, incomes and abilities and work to address social isolation for groups that may face higher levels of isolation like seniors, people with diverse abilities, Indigenous communities, and newcomers.

As we know, the pandemic has had significant impacts on the well-being of individuals and communities. This was especially true in Indigenous and Black communities, for people of colour, women and girls, persons with disabilities, children and youth, newcomers, older adults, low-income families, and LGBTQ2+ communities.

As organizations move forward post-pandemic, research indicates a shift towards more intentional, equitable, and inclusive facility spaces and program design. As noted in Jumpstart State of Sport Report[6] (March 2022), this could include:

- Working with Indigenous and youth leaders to co-design sport and recreation programs.
- Partnering with Racialized peoples to identify and eliminate barriers to facility use.
- Challenging all forms of gender inequity.
- Ensuring design will allow for adapted and inclusive program for persons living with a disability.

Reconciliation Lens to Design: Indigenous Placemaking

- Implementation of Indigenous art into facilities.
- Facilitating spaces for common cultural practices (e.g. smudging and other ceremonial spaces).
- Naming or co-naming of facilities.
- Incorporating traditional building strategies to support culture, community, and sustainability.
- Vision, meaning, and use of the space or facility is enriched through respectful consultation process with an Indigenous local community.

6 https://jumpstart.canadiantire.ca/pages/the-state-of-sport-in-canada

Applying a Physical Literacy Lens to Facility Design

"Physical literacy is the motivation, confidence, physical competence, knowledge, and understanding to value and take responsibility for engagement in physical activities for life." (The International Physical Literacy Association, 2014). Safety is an essential component of promoting physical literacy, including providing resources and information on how to prevent injuries, as well as through the design and development of safe spaces, systems, products, and programs for all ages and abilities.

Facility design elements that relate to physical literacy including that staff and trainers understand that participation occurs within a broader continuum framework where facilities, equipment, and programs should be 'right sized' to fit all ages, abilities, and development levels. By ensuring that facility amenities can be scaled up and down to accommodate scale of activity, participants can access the physical spaces needed to develop confidence and reinforce skill development. Other program design techniques that can be utilized include providing participants with checklists of skill and abilities they will be developing and ensuring adequate practice times for each age/stage.

Proposed facility programs should incorporate design elements that support physical literacy, including multiple sized program areas/rooms and partitionable gym spaces. Other elements that should be explored during detailed design phases is how accessibility is addressed in facility design. Spaces should be designed to be universally accessible, provide clear navigation queues within spaces, and feature staff that can act as ambassadors to create a welcoming experience where everyone feels safe and included.

Quality Sport Experience

Refers to the planned, progressive, inclusive learning experience that acts as the foundation for lifelong engagement in Sport. The learning experience offered through lessons should be developmentally appropriate to help participants acquire the psychomotor skills, cognitave understanding, and social and emotional skills needed to lead a physically active life. The goal of quality sport is to create positive experiences in supportive environments.

Sport for life offers valuable resources to supporting planning for good places and programs: https//sportforlife.ca/quality-sport/

Climate Ready and Sustainable Facilities

For facility operators and event managers, climate change will have significant implications related to water and energy consumption. Additionally, the impact to our natural environment from climate changes, including damage from extreme weather events, may result in a lower usage of outdoor recreation spaces. For example, poor air quality from forest fires may limit the use of public play spaces, parks and the spectator attendance and participation in outdoor sport activities. Such forces may place greater pressure on indoor recreation facilities to accommodate activities that must now find alternative spaces.

Facility managers can demonstrate environmental stewardship through the sustainable designs of new amenities and/or through the eco-friendly retrofits of existing amenities. In addition to the potential environmental and economic benefits from environmentally friendly amenities, these facilities may serve as physical markers of an organization's commitment to the environment. Furthermore, the sustainability activities of municipal recreation departments and managers should not only focus on environmental benefits but also on public education and cost savings.

Many municipalities are now utilizing sustainable building rating systems like LEED (Leadership in Energy and Environmental Design) when designing municipal facilities.

For indoor recreation facilities, evaluating the life cycle performance of a facility can help to justify certain architectural or engineering design choices, integration of technologies to reduce energy consumption or generate energy, and reduce building material waste. Such systems also consider user accessibility and operational costs in their evaluations, helping municipalities to make design choices that benefit the environment, the economy, and people utilizing the facility.

Prudent asset management planning and life-cycle modeling should also factor into design and operation decision making for municipalities, as some investments may be more costly now but may result in significant cost-savings over time.

Facilities as Emergency Infrastructure

In recent years recreation facilities have been increasingly transformed into emergency hubs serving communities in times of crisis related to climate events and pandemic support as treatment spaces and vaccine centres. Recreation facilities and professionals have a number of positive elements to all phases of emergency management from supplies and equipment (first aid, showers, food and beverage) to knowledge and experience (program operations, supervision training)[7]. Given it is anticipated that the need for emergency shelters / response centres are going to increase in frequency, facilities will not only be required to transform from moments of celebrations, but facilities will also have to have the capacity to transform into emergency centres.

With lessons learned from the recent pandemic event and climate events, analysis from 'big data' available from these events will need to be analyzed and incorporated in the design process for future facilities. Architects will have to develop a deeper understanding of how recreation facilities can become centres for relief in times of community crisis and enhance community resilience.

Incorporating Outdoor Spaces in Facility Planning Considerations

A growing trend in recreation infrastructure planning is to ensure that there is a seamless interface between indoor and outdoor environments. This can include ideas such as public event spaces being located both indoors and outdoors, indoor/outdoor walking trails or corridors, indoor/ outdoor child play areas, and indoor/outdoor public art. For example, the Bernie Morelli Recreation Centre in Hamilton Ontario is a recreation facility and park with complementary indoor and outdoor amenities which centres around a courtyard that features year-round activities including a skating loop in the winter.

There are many operational considerations that should be examined when planning indoor / outdoor spaces (e.g., cleaning, access control). When planning an indoor facility to complement the site it is located on (as well as associated outdoor amenities) it is important to maximize utilization of the facility, and the surrounding open space, and trails system. Integrating indoor and outdoor environments can be as simple as ensuring that interior spaces such as lobby and / or social spaces can view the outdoors from facility interiors.

Additionally, with a significant number of individuals utilizing parks and green spaces during the pandemic due to facility closures and health restrictions, along with a greater interest in continued use of these spaces moving forward, sport and recreation organizations will be challenged to use these areas in new and innovative ways. Examples include expansion of pedestrian and gathering spaces in and around sport and recreation facilities, installation of parklets and/or special event spaces, and creating new types of trails within urban areas.

7 Palmer L. (2019). Emergency preparedness in Canada: The role of recreation. Journal of emergency management (Weston, Mass.), 17(5), 371–379. https://doi.org/10.5055/jem.2019.0432

Technology Demands

While incorporating technology improvements into facility design and operations has become more common, the experience of the COVID-19 pandemic has accelerated the relevance and acceptance of utilizing technology to support innovative ways of designing facilities and providing programming and services. This trend will continue as technology will play a growing role in the future of sport and recreation program and facility design.

Additional trends in technology use include using software solutions for contactless payments, providing quality, accessible Wi-Fi and charging stations, the use of augmented-reality for indoor and outdoor activities, games, and exhibits, and specific spaces designed for e-sport engagement and events.

Integrating Revenue Generating Spaces

Municipalities operating indoor recreation facilities must be creative and innovative to find new ways to generate revenues needed to sustain operations and/or fund future expansions. Generating sustainable revenues outside of user fees or government transfers enable facilities to maintain and potentially expand service levels over the long term.

Developing facilities with designated lease spaces is one strategy municipalities are increasingly starting to utilize to diversify revenues. Leasing out spaces within facilities to user groups or private sector businesses can both provide alternative sources of revenue and enhance the visitor experience. Food and beverage options, sports therapy, apparel and equipment providers, and other retail businesses can often be found within newer indoor recreation facilities. Short term rental spaces, such as program rooms or event hosting spaces, can also be rented out for meetings, team building activities, holiday parties, and other functions.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