



PARKS, RECREATION AND CULTURE FACILITIES

MASTER PLAN



**PARKS, RECREATION
AND CULTURE FACILITIES**

MASTER PLAN

Submitted to

Town of Cochrane

By

HarGroup Management Consultants, Inc.

and

K. Knights and Associates Ltd.

May 2008

TABLE OF CONTENTS

EXECUTIVE SUMMARY	i
1.0 INTRODUCTION	1
1.1 Outcomes of the Master Planning Process.....	2
1.2 The Master Planning Process	3
1.3 Organization of the Master Plan.....	4
1.4 Defining Leisure within the Planning Context	4
1.5 Acknowledgements	5
2.0 STRATEGIC CHOICES FOR PARKS, RECREATION AND CULTURE FACILITIES	6
2.1 Strategic Concepts for Open Spaces and Recreation and Culture Facility Development.....	8
2.2 Leisure Programming and Facility Service Delivery.....	12
2.2.1 Service and Facility Providers	12
2.2.2 Types of Open Spaces and Facilities	14
2.2.3 Integrated Planning of Open Spaces and Facilities.....	19
3.0 THE COCHRANE COMMUNITY.....	20
3.1 The Cochrane Citizenry	20
3.1.1 Cochrane Residents	20
3.1.2 Open Spaces and Leisure Facility User Groups	27
3.2 Other Issues Influencing Leisure Services in Cochrane.....	29
3.2.1 Cochrane as a Regional Service Centre.....	29
3.2.2 Land Use and Availability within Cochrane	30
3.2.3 The Glenbow Ranch Provincial Park	33
3.2.4 Financial Issues	33
3.3 General Emerging Trends in Leisure.....	39
4.0 COMMUNITY NEEDS AND EXPECTATIONS FOR OPEN SPACES AND LEISURE FACILITIES	42
4.1 Residents' Perceptions of Open Spaces and Leisure Facilities.....	42
4.2 User Group Perceptions of Open Spaces and Leisure Facilities.....	47
4.3 Community Impressions of the Cochrane Ranchehouse	49
4.4 Glenbow Ranch Provincial Park.....	53
4.5 Overall Distribution of Priorities.....	54
5.0 PARKS AND PATHWAYS DEVELOPMENT	55
5.1 Parks and Pathways in Cochrane	55
5.2 Comparisons to Other Municipalities.....	57
5.3 Preferences for Parks and Pathway Development.....	57
6.0 RECREATION FACILITIES DEVELOPMENT	60
6.1 Recreation Facilities in Cochrane.....	60
6.2 Comparisons to Other Municipalities.....	63
6.3 Preferences for Recreation Facility Development.....	64

Table of Contents, continued...

7.0	CULTURE FACILITY DEVELOPMENT	66
7.1	Culture Facilities in Cochrane	66
7.2	Comparisons to Other Municipalities	67
7.3	Preferences for Culture Facility Development	67
8.0	CONCLUSIONS AND RECOMMENDATIONS	70
8.1	Parks.....	71
8.2	Pathways	72
8.3	Recreation Facilities	72
8.4	Culture Facilities.....	74
8.5	Recommendations.....	75
8.5.1	Regional Pathway	75
8.5.2	Aquatic Facility.....	76
8.5.3	Athletic Park Complex.....	76
8.5.4	Performing Arts Venue.....	76
8.5.5	Feasibility Studies.....	76
9.0	IMPLEMENTATION STRATEGY	77
Appendices		

Executive Summary

The Town of Cochrane developed a Master Plan that will guide future development of parks recreation and culture facilities within the community. Priorities are identified within the Master Plan for the community which will help decision making processes and establishing partnerships with community stakeholders to invest in future projects.

Various planning processes were undertaken to conduct the Master Plan including extensive community engagement and consultation. Stakeholder groups and citizens were asked to provide their opinions about needs and expectations for parks, recreation and culture facility development. The information gathered in this engagement process was integrated with information about the existing supply of facilities within the community to compare and contrast citizenry expectations with what is currently available within the community.

Key findings in the community engagement and consultation process included:

- Significant growth in population for both the town and the region is expected over the next ten years.
- Existing recreation and culture facilities have limited capacity to accommodate increased use.
- Cochrane citizens are keenly interested in the community maintaining its' small town character and western heritage.
- Citizens see the downtown as a primary social, cultural and entertainment heart of Cochrane, which is consistent with municipal policy.
- Citizens expect that many of their recreational and cultural needs and interests should be accommodated or met in town.
- The public prefers the development of multi-purpose recreation and culture facilities (or facilities that offer a variety of programs and services at one location).
- There is an expectation that future recreation and culture facilities should be sustainable, both economically and environmentally.

- There is also an expectation that the development of recreation and culture facilities will primarily occur through partnerships – the commitment of users to raise funds for capital development and support operational costs through user fees.
- There may be a opportunity to relocate the Cochrane Lions Club rodeo facilities to the agricultural grounds and to use the existing site for other recreation or cultural facility development.
- Citizens are interested in physically linking Cochrane with Glenbow Ranch Provincial Park.
- Resident's have not fully embraced the Cochrane Ranchehouse as a primary facility for meeting their recreational and cultural needs and interests.
- There are limited financial resources (i.e. capital funding) currently available from the Town for parks, recreation and cultural facility development.

Community Values

A set of values were developed to measure and assess opportunities for open spaces and facility development in Cochrane. These measures represent outcomes that are expected from the open spaces and recreation and culture facility delivery system within the community. Open spaces and recreation and culture facilities in Cochrane should:

- **Build a healthy community** by facilitating active lifestyles among residents and fostering community engagement and social inclusion.
- **Contribute to community self-sufficiency** by affording Cochrane citizens opportunities within the community rather than having to go elsewhere.
- **Contribute actively to the local economy** by integrating facilities within the community and benefiting the local business community.
- **Increase opportunities for residents** that enable citizens to participate in events, tournaments and competitions within their own community.
- **Develop community leaders** through active involvement in the development and implementation of recreation and culture opportunities.
- **Strengthen families** by enhancing opportunities for children and youth and fostering cohesiveness among families and the community.

- **Strengthen community identity and pride** by contributing to the western heritage theme of the community and instil a sense of pride among Cochrane residents.

Guiding Principles for Open Spaces and Facility Development

Further to the strategic concepts presented above, a set of guiding principles was developed to help establish context for enhancing or developing open spaces and facilities within the community. These key directives guide the recommendations that are set out in this Master Plan.

- **Addressing Community Needs and Expectations** - A full range of parks, recreation and culture facilities and services shall be accessible and available to meet the diverse needs of community residents. Opportunities should be considered to address various levels of skill of users and enhance residents' ability to pursue higher levels of discovery and achievement.
- **Promoting Community Development** - Cochrane residents will be encouraged to participate in the development of parks and recreation and culture facilities and partnerships will be pursued with community organizations whenever possible to facilitate opportunities in order to provide a strengths-based delivery system that is efficient, effective, fiscally responsible and responsive to the community.
- **Supporting Linkages** - Ensuring that parks and recreation and culture facilities that offer structured and unstructured activity opportunities are situated in the community to ensure residents can access through various means of transportation and are linked by the community's pathway system.
- **Encouraging Facility Sustainability** - Facilities should be economically and environmentally viable as much as possible and not rely solely on support from the municipality.
- **Enhancing Stewardship of Community Assets** - Improving the overall infrastructure of the community while maintaining fiscal accountability, minimizing environmental impact, and enhancing service delivery.
- **Supporting the Heart of Cochrane** - The downtown area of Cochrane is identified as the social and cultural centre of the community. Town-wide facilities development should consider development in or near the downtown.
- **Enabling Clusters of Activity** - Complementary facilities should be grouped together whenever possible to take advantage of economies of scale and operating efficiencies, thus enhancing service delivery opportunities for Cochrane residents.

Overall Conclusions

The following summaries present analysis and assumptions that were used to develop recommendations for parks, recreation and culture facility development in Cochrane.

Parks

Residents are generally pleased with the current parks and open space system in Cochrane and place a high value on the variety of open space opportunities available to them. There is a strong desire to continue to protect and incorporate significant natural areas into the open space system. Public access and recreational use of the lands adjacent to the Bow River is also of major importance to residents.

Adhering to the Town's policy of addressing community parks and open space requirements through municipal reserve dedication and implementing the existing Park Provision Guidelines in the developing areas, will ensure that the parks system continues to grow and meet the needs of the increasing population. With significant residential development now occurring on the south side of the Bow River (i.e. South Ridge), the Town should continue with its plans and policies of developing passive parks and recreation areas that are connected by the regional pathway, along this side of the river. In particular, there may be an opportunity to partner with the Provincial Government to establish a regional park within Cochrane on the south side of the Bow River to serve as a staging area for public access to Glenbow Park.

Pathways

Improving and expanding the regional pathway system in the town is a top priority for the residents of Cochrane. Of particular importance is the need to address key missing links and provide for the safe crossing of major barriers (i.e. highways, railway tracks and rivers). Essentially residents would like to see all areas of Cochrane linked with a continuous system of walking and cycling paths.

A comprehensive pathway plan that reviews and assesses the existing pathway system for needed upgrades and identifies preferred options for addressing missing links and bridging major barriers should be developed. Some of the areas of concern in this regard included the need for a grade-separated crossing over the railway tracks in west and east Cochrane, a pedestrian bridge over the Bow River in the vicinity of the Spray Lake Sawmills Recreation Park, and a link with the Glenbow Ranch Provincial Park.

Recreation Facilities

The distinct priorities of the public for recreation facility development in Cochrane are a larger aquatic facility, more indoor ice and additional sports fields. With Council's recent decision to approve the expansion proposal of the Spray Lake Sawmills Recreation Park Society (i.e. an additional hockey rink and leisure ice), the need for more indoor ice in Cochrane has effectively been addressed. With a strategy in place to address the need for more ice, the Town should shift its focus to the substantial public interest in a larger and enhanced swimming facility. Although the Big Hill Leisure Pool is in good condition (i.e. an overall facility audit rating of 6.3) and it is well maintained, the facility is functioning near capacity and is undersized for a community that will be approaching 30,000 people in the next ten years.

Although the current standard for the provision of sports fields in Cochrane is consistent with, if not better than, the level of service in other comparable communities, both the public and several sport user groups expressed an

interest in the development of more fields to accommodate growth. While the Town will continue to accrue playfields in community parks and school sites provided as municipal reserve through the sub-division process, the sports community is specifically interested in a major field complex or athletic park.

While the interest and expectation of upgrading and expanding some of the other recreation facilities in Cochrane was referenced by specific user groups, none of these facilities were identified as a priority for investment by the public, at this time. This is not to suggest that these facility interests are not important to the community but rather that the citizens of Cochrane perceive the need to provide a larger swimming pool, more indoor ice and sports fields as the current priorities. The Town should, however, continue to support community initiative associated with the enhancement of these other facilities including assisting the relevant user groups and organizations with the identification of possible capital funding sources such as Provincial Government grant programs, service clubs and foundations.

Culture Facilities

The residents of Cochrane are not very satisfied with the current culture facilities in town. Both the public and the cultural user groups identified significant deficiencies with the theatre and hall space at the Cochrane Ranchehouse, the town's primary performance venue. When asked about priorities for cultural facility development, almost half of the residents identified a need for a better performing arts venue.

One of the options for addressing the need for better performance space would be to undertake a major upgrade and expansion of the theatre at the Ranchehouse, as envisioned in the original plans for the civic centre. However, the Ranchehouse has not been embraced by the residents as the primary focal point for recreation or cultural activities within the community.

It is believed that the services available in the downtown are clearly seen as complimentary, and possibly integral, to the "theatre experience" (i.e. the restaurants, entertainment venues and retail outlets). It was also acknowledged that, consistent with current policy, the downtown is seen as the social, cultural and entertainment heart of the community and is more accessible to the residents of the town than the Ranchehouse.

Overall Recommendations

Regional Pathway

- That the **regional pathway in Cochrane be upgraded and expanded** based on a comprehensive plan that identifies needed upgrades to the existing pathway system and the preferred options for addressing critical missing links, crossing major barriers and linking to Glenbow Ranch Provincial Park.

Aquatic Facility

- That a **larger aquatic facility** be developed in Cochrane

Athletic Park Complex

- That an **athletic park complex** be developed in Cochrane.

Performing Arts Venue

- That an **enhanced and expanded performing arts venue** be developed in Cochrane.

Feasibility Studies

That detailed **feasibility studies** be undertaken on each of the recreation and cultural facility priorities identified for an aquatic facility, athletic complex and performing arts venue to ensure that the best options for proceeding with these initiatives are clearly identified.

1.0 INTRODUCTION

Cochrane is a community that is experiencing significant population growth and development. Indeed, between 1996 and 2006, the community's population grew from 7,242 to 13,760¹ representing an increase of over 85%. Further, this growth is expected to continue as lands surrounding the Town were annexed in 2004 and residential development proposed for these areas is expected to significantly expand the population over the next decade. With population growth will come increased demand for services including needs and expectations for parks, recreation and culture facilities within the community. In anticipation of this demand, the Town of Cochrane commissioned a Parks, Recreation and Culture Master Plan that will guide future upgrading and development of parks, recreation and culture facilities within the community. HarGroup Management Consultants Inc. was engaged to conduct the Master Plan.

Currently, Cochrane has a variety of parks, recreation and culture facilities that are used by residents of all ages. Many of these facilities, such as the Big Hill Leisure Pool, the Cochrane Curling Club, the Nan Boothby Library and the Cochrane Arena, were developed when Cochrane's population was less than half of what it is today. There are newer facilities in the Town such as the Cochrane RancheHouse, the Spray Lake Sawmills Family Sports Centre and the Zero Gravity Skate Park, but some of these are operating near capacity levels.



The Parks, Recreation and Culture Master Plan focuses on the value and benefits of Cochrane's parks, recreation and culture facilities to the residents of the community. A strategic framework was developed in the planning process to guide the Master Plan and this framework that was built on the values and benefits perceived among residents for these community assets. Indeed, many residents were engaged in the planning process to ensure that the outcomes reflect the needs and expectations of the community. Further, the Town has established numerous partnerships with community groups to provide programs and services and operated and maintain parks, recreation and culture facilities.

¹ Source: Statistics Canada, Federal Census, 1996 and 2006.

These partners were consulted throughout the planning process to ensure that those stakeholders that have a vested interest in developing opportunities to serve the needs of residents were involved in the outcomes proposed in this Master Plan.

Essentially, parks, recreation and culture facilities play a vital role in the well-being of the community and contribute extensively to the quality of life of Cochrane citizens. The outcomes presented in this Master Plan provide long-term strategies for enhancing and developing these types of facilities to foster a healthy self-sustaining community that offers many leisure opportunities that will strengthen Cochrane families and community identity and pride.



1.1 Outcomes of the Master Planning Process

The Cochrane Parks, Recreation and Culture Master Plan provides a comprehensive long-term (5 to 10 year) strategy for parks, recreation and culture facilities in Cochrane. This Master Plan sets out a series of strategies and initiatives that are intended to provide the following for the community of Cochrane.²

- A vision and plan for the delivery of parks, recreation and culture for the Town of Cochrane.
- A framework for prioritization and decision making for future parks, recreation and culture facility development.
- A comprehensive and collective understanding of citizenry needs and priorities for parks, recreation and culture facilities that is built on community engagement and consultation.
- A guide for the Town of Cochrane and its community partners to invest in future parks, recreation and culture facility projects.
- An implementation process for enhancing and developing future parks, recreation and culture facilities within Cochrane.

² Adapted from the Town of Cochrane, Parks, Recreation and Culture Facilities Master Plan, Request for Proposals for Consultant Professional Services.

1.2 *The Master Planning Process*

A Project Steering Committee of community representatives was established by the Town of Cochrane to oversee the planning process. These representatives were responsible for engaging consultants to administer the master planning process and guide its implementation. The Committee commissioned HarGroup Management Consultants Inc. to conduct and develop the Parks, Recreation and Culture Facilities Master Plan on their behalf. Upon approval of the planning process, the project was initiated with the Project Steering Committee and consultants meeting several times throughout the implementation of the project.

Town administration also provided counsel in terms of implementation of the planning process and how key strategies might be integrated with other planning and administrative function within the corporation.

Major components of the master planning process are presented below.



- **Project Planning and Initiation** - The Project Steering Committee reviewed and confirmed the terms of reference and work plan of the planning process. Relevant background information about the community and its parks, recreation and culture facilities and services were reviewed by the consultants.
- **Community Engagement/Needs Analysis** – Community groups and residents were engaged to understand needs and expectations for parks, recreation and culture facility development. User groups provided input through interviews and discussion groups, while general citizens were engaged through a community survey as well as focus groups.³ The information gathered in this engagement process was integrated with information about the existing supply of facilities within the community to compare and contrast citizenry expectations with what is currently available within the community.
- **Facility Assessment** – The consultants toured the community and visited parks, recreation and culture facilities. The Town of Cochrane also provided studies that assessed the condition of some community facilities such as the curling rink and Big Hill Leisure Pool. The information gathered through this component was used to provide a general overview of facilities within the community.

³ See Appendix A for details of the community survey and focus groups.

- **Plan Development** – Using the information gathered in the previous phases of the project, a strategic framework was developed to guide the development of parks, recreation and culture facilities in Cochrane. The data gathered were analyzed in the context of the framework to identify priorities for facility development. The findings and conclusions of these analyzes are set out in recommendations for possible facility improvements and development within the community in the future.
- **Public Review of Master Plan** - Meetings were held with the Project Steering Committee and Town administration to gain feedback on the recommendations and implementation strategies, priorities and funding implications. Public open houses were held at the Town office and individuals to provide comments and final input into the Master Plan. An overview was also available on the Internet for the citizenry to provide commentary on the findings.
- **Presentation of Master Plan** – Upon consolidation of feedback from the public review of the Master Plan, a final presentation was made to the Project Steering Committee and Town administration by the consultants.

1.3 Organization of the Master Plan

The initial sections of this Master Plan present a vision and guidelines for facility development in Cochrane. Subsequent components provide background information and supportive data to the strategic framework and outline key issues and factors that affect parks, recreation and culture activities in Cochrane. The next sections of the report, assess facility priorities within the community and provide analysis about needs and expectations. The final section of the Master Plan summarizes conclusions and recommendations and provides implementation initiatives.

1.4 Defining Leisure within the Planning Context

Leisure is an important aspect of peoples' lives and an integral component of every community. Through leisure activities, individuals receive physical, intellectual and emotional rewards and benefits and connect with communities of interest. The range of activities is broad and provides opportunities for fun and entertainment, competition and achievement.

This Master Plan examines the leisure interests of residents and identifies how parks, recreation and culture facilities can support and foster service provision within the Cochrane community.

1.5 **Acknowledgements**

Many residents and community groups contributed to the development of this Parks, Recreation and Culture Facilities Master Plan.

Members of the Project Steering Committee and Town administration provided insight into key issues of the community and participated in numerous meetings to develop the findings presented in this document. The contributions of these members are greatly appreciated.

Steering Committee Members:

Community Representatives

Patrick Gladue, Public-at-large
Mark Eckert, Public-at-large
Shelley Hill, Public-at-large
Doug Marter, Public-at-large
Truper McBride, Councillor
Jim McFadden, Public-at-large
Stephen Norris, Public-at-large
Ozzie Sawicki, Public-at-large
Lorna Weppler, Public-at large

Technical Team

Jim Anderson, Director of Operational Services
Lori Craig, Director of Corporate Services
Suzanne Gaida, Aquatic Facility Manager
Sandy Johnson, Culture Program Coordinator
Jean Mackenzie, Supporting staff
Tracy Smyth, Recreation, Culture & Arts Manager
Terry Robertson, Parks & Facilities Manager
Ian Smith, Director of Community & Protective Services

Community groups offered their opinions and feedback about existing and future leisure services within Cochrane. The representatives of these organizations who participated in the engagement and consultation process are presented in Appendix B. The support provided to the Master Plan by these organizations is appreciated.

Individual citizens also provided input and feedback through surveys, focus groups and open houses. Appreciation is extended to all citizens who showed commitment to their community by participating in the Master Plan public engagement process.

2.0 STRATEGIC CHOICES FOR PARKS, RECREATION AND CULTURE FACILITIES

Cochrane is a community nestled along the banks of the Bow River on the edge of the foothills of southern Alberta. Its natural setting within the Bow River valley and scenic view of Canada's Rocky Mountains makes Cochrane an attractive community in which to live for people of all ages. Its residents consider the community to have a small town character with a strong western heritage. This unique culture is considered important to Cochrane's residents and the Town strives to help preserve this identity for the community.⁴ Some of the strengths associated with this character include



a strong sense of community among residents⁵ and an engaged community spirit that seems to be inherent within the town. Residents attribute these characteristics with a high quality of life. Indeed, a survey of the community conducted in 2005 revealed that 97% of residents were satisfied with the quality of life in Cochrane and area.⁶

The town's open space system and recreation and culture facilities also provide significant contributions to the community's quality of life. Activities available through these community assets enhance residents' opportunities for individual growth and wellness and community involvement and inclusion.⁷ Whether enabling young children and youth to have fun and be active, adults to pursue learning interests and active lifestyles, or seniors to socialize and keep fit, these public investments help to enrich the lives of residents. Essentially, the open space system and recreation and culture facilities allow residents to pursue physical, intellectual and emotional interests central to their lives while engaging in their community by participating actively in social relationships and civic activities.

⁴ Source: Town of Cochrane, Municipal Development Plan, October 1998.

⁵ Source: 2005 Cochrane Community Survey.

⁶ Source: 2005 Cochrane Community Survey.

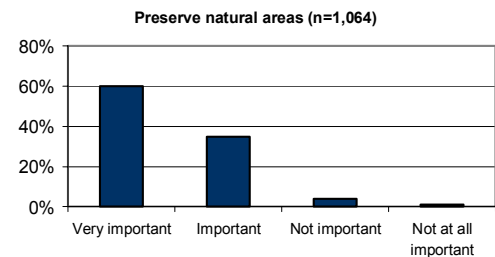
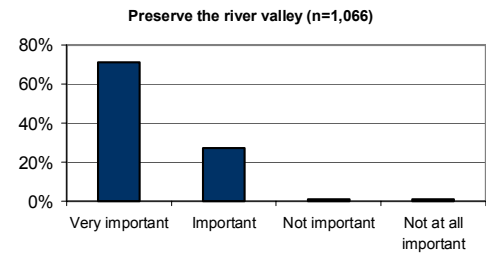
⁷ Source: Foundations for Action, Enhancing the Quality of Life in Alberta, ARPA, 2006.

A community's leisure system, whether open spaces, recreation and culture facilities or programming, provide benefits beyond personal, social and community development. This system also fosters environmental stewardship and sustainability and contributes to the economic development of the community.⁸

Open spaces are highly valued by Cochrane residents. Through community engagement, residents have expressed the importance of preserving the open spaces within the community. While these spaces provide a range of activities for residents, including passive and active leisure pursuits, it is the responsibility of the community, both individuals and the collective community, to manage, protect, and conserve these spaces for current and future residents. An integrated sustainable planning approach adopted for maintained municipal reserve parkland, natural environmental reserve areas and areas that accommodate recreation and culture facilities, linked through a regional pathway system in the town, will help manage, protect, and conserve these open spaces within Cochrane.

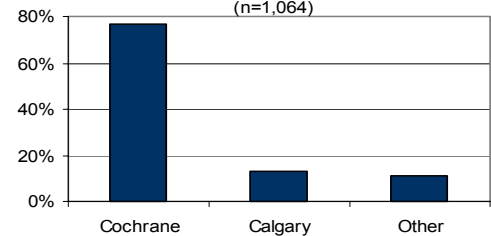
Cochrane's leisure system can also contribute to the economic viability of the community by encouraging residents to participate in recreation and leisure activities within the community thereby contributing to the local economy; but also, by attracting users/spectators/visitors from outside of the community to participate in events (competitions, tournaments, etc.) and purchase goods and services from Cochrane businesses.

Residents' Priorities for Cochrane



2005 Cochrane Community Survey

Location of Most Recreation and Culture Activities Among Cochrane Residents (n=1,064)



Source: 2005 Cochrane Community Survey

⁸ Source: Foundations for Action, Enhancing the Quality of Life in Alberta, ARPA, 2006.

2.1 Strategic Concepts for Open Spaces and Recreation and Culture Facility Development

Many different factors influence how open spaces and recreation and culture facilities are developed, managed, and protected within Cochrane. As previously stated, Cochrane's character is an important influence to all aspects of the community including parks, recreation, and culture delivery system. For instance, in support of its western heritage, the Town of Cochrane has adopted guidelines for the design of commercial and public buildings and facilities within the community.⁹ These guidelines are intended to encourage a unifying architectural character that reflects Cochrane's western heritage and small town atmosphere. However, other factors also influence choices that are adopted for open spaces and recreation and culture facility development. These include strategic or policy guidelines that have been developed in community planning documents, residents' perceptions of the community as well as how parks and recreation and culture facilities may contribute to the future of Cochrane.

A strategic vision and planning values have been developed for Cochrane that guide policies, strategies and initiatives for community planning and development. Within these directives are fundamental concepts about maintaining the small town atmosphere and fostering community spirit, encouraging diversity and healthy economic growth, preserving and enhancing the heritage of the community, respecting and protecting the natural environment, advocating social inclusion for all citizens, and fostering safety and security within the community as well as a sense of ownership among residents of public spaces. These concepts encourage the development of a community that is vibrant and attractive to all types of people while supporting families, the economy and the environment.



⁹ Source: Town of Cochrane, Western Heritage Design Guidelines, 2000.

The Town of Cochrane has also developed a strategic vision that provides purpose and direction for the corporation and its employees. Within this strategic plan are concepts that reflect the vision that has been set out for community planning and development, such as recognizing the unique character of Cochrane and ensuring that the community continues to be an attractive place that appeals to potential residents.

Strategic Directives of the Corporation

Vision: *Proud of Cochrane's heritage, embracing our future, we are a dynamic organization creating municipal excellence.*

Mission: *We are building a community of choice for present and future generations.*

Source: Corporate Strategic Plan

During the master planning process, residents and stakeholder groups were asked questions about Cochrane and how parks and recreation and culture facilities might contribute to the character and constitution of the community. Several concepts evolved from the opinions that were expressed by these citizens.

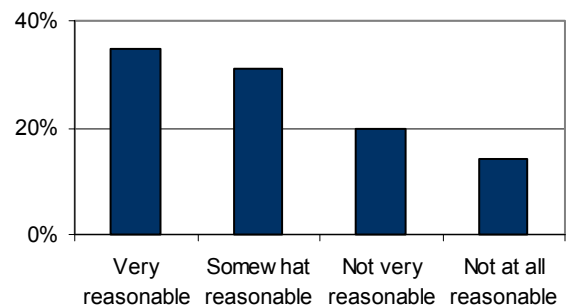
Comment:

"If you commute to Calgary (for work), you don't want to go back (to recreate) ... I chose to live in Cochrane and want to stay here to do things."

Cochrane Resident
Focus Group Participant

One such idea advocated that Cochrane should be self-sufficient as much as possible in providing leisure services to residents. There was a general sense among many citizens that residents should be able to stay within the community to participate in leisure activities, and not have to travel elsewhere. Still, residents acknowledged that it may not be reasonable for some facilities to be developed within the community. For example, some respondents stated that there may not be enough population to support some facilities that are available in Calgary or in the provincial and national parks. Actually, in a telephone survey of Cochrane residents that was conducted for this Master Plan, over a third of respondents stated that they did not think it was reasonable to build or expand facilities in the community to address leisure activities that they undertake in locations other than Cochrane. It was also suggested by residents who participated in focus groups conducted for this Master Plan that those wishing to participate in high performance activities should expect to travel to other communities, such as Calgary, to access

Reasonable to Develop Open Spaces and Facilities in Cochrane (n=126)



Source: 2007 Cochrane Master Plan Survey

facilities, or groups advocating these facilities should raise the capital themselves to build the facilities.

Another concept proposed by citizens was to ensure that open spaces and recreation and culture facilities are accessible through an integrated regional pathway system in Cochrane. In various focus groups conducted for this Master Plan, citizens indicated that all Cochrane residents, regardless of their location, should be able to use the pathway system to get to the recreation and culture facilities within the town. These citizens also stated that pathway users should not be impeded by natural or physical barriers such as the Bow River and the major roadways that exist within the community.

Comment:

"... kids should be able to get to any facility using pathways ... there are a lot of highways in town and parents should be able to send their kids to the pool and not have to worry about them (using the pathway system)."

Community Representative
Focus Group Participant

All of the concepts are organized into strategies for developing, managing, and protecting open spaces and recreation and culture facilities in Cochrane. Basically these strategies reflect strategic choices that have been developed for the community and represent a vision for open spaces and recreation and culture facilities.

Community Values

A set of values were developed to measure and assess opportunities for open spaces and facility development in Cochrane. These measures represent outcomes that are expected from the open spaces and recreation and culture facility delivery system within the community.

Open Spaces and Recreation and Culture Facilities should:

- ***Build a healthy community*** by facilitating active lifestyles among residents and fostering community engagement and social inclusion.
- ***Contribute to community self-sufficiency*** by affording Cochrane citizens opportunities within the community rather than having to go elsewhere.
- ***Contribute actively to the local economy*** by integrating facilities within the community and benefiting the local business community.
- ***Increase opportunities for residents*** that enable citizens to participate in events, tournaments and competitions within their own community.

- **Develop community leaders** through active involvement in the development and implementation of recreation and culture opportunities.
- **Strengthen families** by enhancing opportunities for children and youth and fostering cohesiveness among families and the community.
- **Strengthen community identity and pride** by contributing to the western heritage theme of the community and instill a sense of pride among Cochrane residents.

Guiding Principles for Open Spaces and Facility Development

Further to the strategic concepts presented above, a set of guiding principles was developed to help establish context for enhancing or developing open spaces and facilities within the community. These key directives guide the recommendations that are set out in this Master Plan.

- **Addressing Community Needs and Expectations** - A full range of parks, recreation and culture facilities and services shall be accessible and available to meet the diverse needs of community residents. Opportunities should be considered to address various levels of skill of users and enhance residents' ability to pursue higher levels of discovery and achievement.
- **Promoting Community Development** - Cochrane residents will be encouraged to participate in the development of parks and recreation and culture facilities and partnerships will be pursued with community organizations whenever possible to facilitate opportunities in order to provide a strengths-based delivery system that is efficient, effective, fiscally responsible and responsive to the community.
- **Supporting Linkages** - Ensuring that parks and recreation and culture facilities that offer structured and unstructured activity opportunities are situated in the community to ensure residents can access through various means of transportation and are linked by the community's pathway system.
- **Encouraging Facility Sustainability** - Facilities should be economically and environmentally viable as much as possible and not rely solely on support from the municipality.
- **Enhancing Stewardship of Community Assets** - Improving the overall infrastructure of the community while maintaining fiscal accountability, minimizing environmental impact, and enhancing service delivery.
- **Supporting the Heart of Cochrane** - The downtown area of Cochrane is identified as the social and cultural centre of the community. Town-wide facilities development should consider development in or near the downtown.
- **Enabling Clusters of Activity** - Complementary facilities should be grouped together whenever possible to take advantage of economies of scale and operating efficiencies, thus enhancing service delivery opportunities for Cochrane residents.

2.2 *Leisure Programming and Facility Service Delivery*

Traditional models of leisure programming and facility service delivery involved public agencies being primary or, in some cases, sole providers of services to citizens. As well, single use facilities, such as an arena, swimming pool, gymnasium, etc., were built to accommodate and address the needs of individual recreation or culture activities. Over time, however, this model has evolved and in many communities, including Cochrane, there are numerous different providers of leisure services and multi-functional facilities have been developed. These initiatives have yielded operational and economic benefits for the community as a whole.

2.2.1 *Service and Facility Providers*

Within Cochrane, numerous organizations operate facilities and provide recreation and culture programming within the community. Although the Town of Cochrane continues to be an important stakeholder in the overall delivery system, its role and function have changed, particularly in terms of facility operations.

Service Providers

A survey of service providers suggests that there are approximately 75 to 100 organizations that offer recreation and culture programming to Cochrane residents. And, the range of services offered by these providers is diverse (see Appendix B for groups that participated in focus groups).

The Town of Cochrane is a major provider of recreation and culture programs to citizens. Indeed, in 2006, the Town organized 61 recreation programs and 17 culture programs involving 1,117 and 583 participants, respectively. Although programming is available to residents of all ages, there is a strong focus on growth and development of children and youth. Being



introductory in nature, many of the programs expose participants to new opportunities and activities that they might not otherwise be able to undertake. The majority of programs are hosted at the Cochrane RanchHouse (recreation and culture) and the Spray Lake Sawmills Family Sports Centre (recreation).

Other service providers offer various programs for all ages and skill levels. Registrants or members of these providers range from approximately 10 to 650 with most serving approximately 25 to 50. Service providers that serve higher volumes of participants or members are typically minor or adult sports organizations (e.g. 150 to 650). Event organizers may attract as many as 1,500 participants. The vast majority of these providers are not-for-profit; although some commercial enterprises also provide services (e.g. instructors of music and arts and crafts; fitness providers, etc.).

Facility Providers

The Town of Cochrane operates and maintains many of the open spaces and facilities within the community; however, other community groups are increasingly taking on these responsibilities for recreation facilities. Many of the Town's responsibilities relate to open spaces such as trails/pathways, sport fields, parks and playgrounds (and their amenities such as stages) and outdoor skating surfaces. The two prominent facilities operated by the Town include the Cochrane RanchHouse and the Big Hill Leisure Pool.

Facility Providers in Cochrane

Town of Cochrane

Culture Facilities

- Cochrane RanchHouse
- Centennial Stage
- Allspan Stage
- Centennial Plaza
- RanchHouse Theatre

Sport/Recreation Facilities

- Big Hill Leisure Pool
- Outdoor soccer fields
- Ball diamonds
- Football fields
- Tennis courts
- Outdoor tracks
- Trails
- Playgrounds
- Parks
- Outdoor rink
- Mitford ponds

Community Groups

Culture Facilities

- Nan Boothby Library (Cochrane Library Board)

Sport/Recreation Facilities

- Cochrane Curling Rink (Cochrane Curling Club)
- School gymnasias (Rocky View School Division and Calgary Catholic School District)
- Spray Lake Sawmills Family Sports Centre (Spray Lake Sawmills Recreation Park Society)
- Cochrane Arena (Spray Lake Sawmills Recreation Park Society)
- Zero Gravity Skate Park (Zero Gravity Skate and Bike Park)
- Cochrane Rad Racetrack (Cochrane BMX)
- Cochrane and District Agriculture Facilities (Cochrane and District Agriculture Society)
- Cochrane Lions Rodeo Grounds (Cochrane Lions Club)

Other

- 50 and Over Club
- Boys & Girls Club (Boys & Girls Club of Cochrane and Area)
- Frank Wills Memorial Hall (Frank Wills Memorial Society)

Many of the other facilities are operated by community groups. In the vast majority of cases, these organizations operate facilities that are located on public lands, meaning that the Municipality and community groups must enter into partnership arrangements for the community groups to use the lands (and, therefore, the facilities). To facilitate these arrangements, the Town has adopted a civic partnership policy¹⁰ that provides guidelines for establishing partnership relationships with not-for-profit organizations.

The Town is committed to developing public recreation and culture facilities through the support of the citizenry. Indeed, the Town has adopted policies that promote the development of recreation and culture facilities as being based upon the commitment of users to raise funds, support capital development costs, and support operational costs through user fees.¹¹



A Joint Use Agreement has been developed with school districts to enable public access to gymnasiums and sport fields that are located on school property. The Town of Cochrane is responsible for booking these facilities.

2.2.2 Types of Open Spaces and Facilities

Within the Cochrane community, there are a variety of park and facility categories that serve to guide planning and development initiatives.

Park Types

The Town has established an integrated hierarchy of active and passive parks to serve the needs of residents. The following summaries highlight the park types and general development standards that have been identified for Cochrane.

- **Local Parks** - Park space for playground facilities and open space within proximity (200 metres) of all dwellings. Typically serves up to 1,000 residents and is approximately 0.8 hectares in size.

¹⁰ Civic Partnerships: Guide to Policy and Administration, 2007.

¹¹ Source: Town of Cochrane, Municipal Development Plan, October 1998.

- **Neighbourhood/Recreation Area** - Neighbourhood focal points located along or in proximity to residential collector roads with adequate parking for users. Typically serves between 1,000 and 3,000 residents and is approximately 3.2 hectares in size.
- **Community Recreation Area** - Locations for community facilities and play fields and aesthetics for residential areas. Typically serves more than 5,000 residents and is approximately 2.0 hectares in size.
- **Parkways and Linear Open Space** - Parkways into neighbourhoods and other key open space connections between various types of parks.
- **School Sites** - Land available for educational facilities for school aged children.

Open spaces through the Town are linked through the community-wide pathway system. Trails (or pathways) provide residents with access to different types of parks, recreation and culture facilities, school sites and natural open spaces. In terms of natural open spaces, the Bow River Valley within the community is linked to the pathway system on the north side through most of the town and on the south side in the west end.

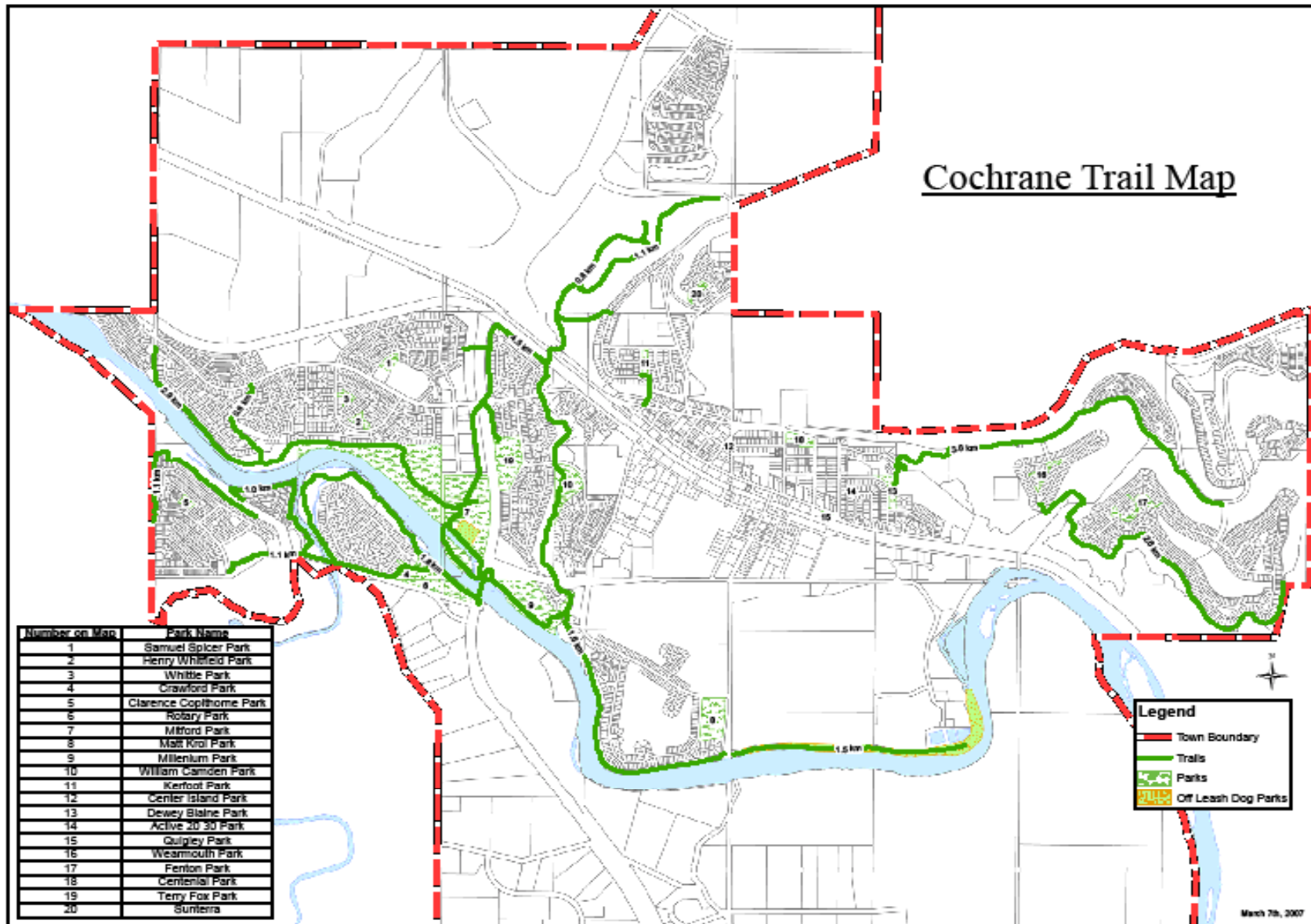


The Map on the next page presents designated park spaces within Cochrane and the regional pathway system.

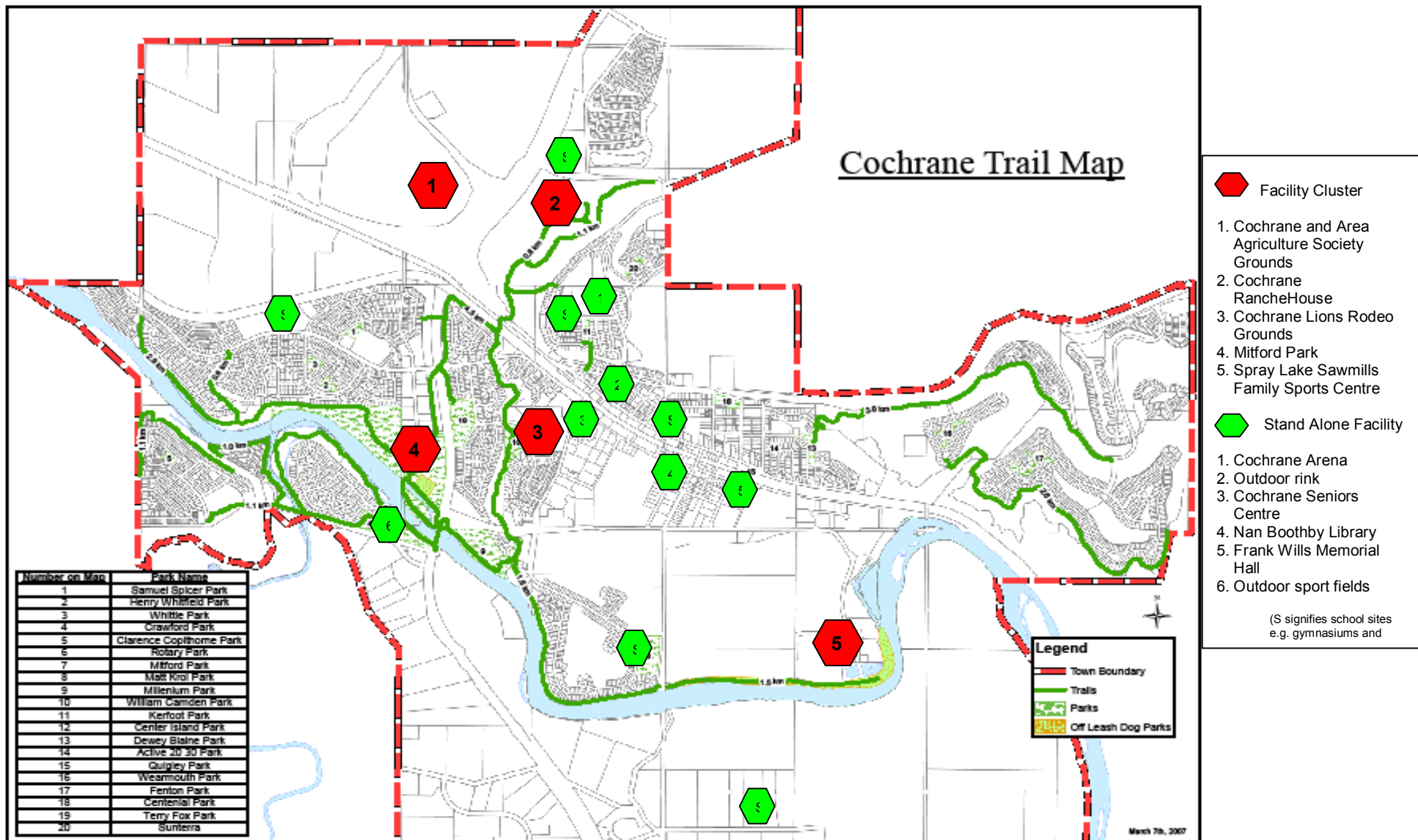
Facility Types

For the most part, recreation and culture facilities in Cochrane support community-wide leisure activities for the Cochrane population as a whole. Local communities may have playground facilities that serve the needs of neighbourhood residents; however, facilities that are located in Community Recreation Areas (see Park Types) address the needs of the entire population within the community. As the community grows in population and geographic size, a regional approach to facility development may need to be considered (e.g. north and south of the Bow River, east and west of Highway 22, etc.). Current population estimates for the community over the next ten years do not likely warrant this kind of approach; but it may be something to consider beyond this timeframe.

Map 2.1: Parks and Trails (Pathways)



Map 2.2: Recreation and Culture Facilities



Nonetheless, there are generally two types of community-wide facilities located within Cochrane: Stand Alone Facilities and Facility Clusters

- **Stand-Alone Facilities** - Some facilities are located on sites that do not have other facilities and typically accommodate a specific type of activity (or lack flexibility to serve a variety of recreation and culture activities). These facilities (or sites) have been identified as Stand Alone Facilities. Some facilities within this category are associated with school sites. Others are located on land areas that offer little to no opportunity for further development (see Map on previous page). Many of these facilities are located in older areas of the town such as Downtown or East Cochrane.
- **Facility Clusters** - There are five sites in Cochrane that support multi-use facilities or are the location of a combination of facilities. For example, the Spray Lakes Sawmill Family Sports Centre is a multi-use facility in Cochrane that has a sheet of ice, gymnastics centre, gymnasium, indoor rectangular field, a running track, meeting rooms and spaces for commercial enterprises to offer recreation related services. Another example is Mitford Park, which has the Allspan Stage, an open space for gatherings, ball diamonds, soccer fields, the Zero Gravity Skate Park, a concession, and ponds that accommodate skating in winter. Basically, many different leisure activities can occur at the facility or location and draw larger groups of users.

Within Cochrane, many of the older recreation and culture facilities were developed as stand alone facilities. In recent years, facility development has adopted the facility clustering approach to take advantage of operating and economic efficiencies. Indeed, the Municipal Development Plan supports the development of multi-use facilities where possible within the community. Currently, there are five facility clusters within the Cochrane. Two represent multi-use facilities and three have a variety of facilities located on one site.

Types of Facilities in Cochrane

Stand Alone Facility Development

- Nan Boothby Library
- Cochrane Arena
- Outdoor rink
- 50 and Over Club
- Frank Wills Memorial Hall
- Centennial Plaza
- Parks - neighbourhood parks, playgrounds, tennis courts, etc.
- School gymnasiums

Clusters of Facility Development

- Cochrane Lions Park - Big Hill Leisure Pool, Boys and Girls Club, Cochrane Curling Rink, rodeo grounds, ball diamonds, horse shoe pits
- Mitford Park - ponds, concession and open space, Allspan Stage, diamonds, skateboard park
- Spray Lake Sawmills Family Sports Centre - arena, fieldhouse, gymnasium, etc.
- Cochrane RanchoHouse - Centennial Stage, recreation and culture programming areas, theatre, event spaces
- Cochrane and District Agriculture Society - including the BMX track

2.2.3 Integrated Planning of Open Spaces and Facilities

Throughout the public consultation process, residents and stakeholders expressed the need for leisure amenities and facilities to be accessible to residents through various forms of transportation such as travelling in a vehicle or walking or riding a bicycle on the pathways system. All of the facility clusters identified earlier are accessible by vehicle with applicable parking. At least three of the clusters (Mitford Park, Spray Lake Sawmills Family Sports Centre and the Cochrane RanchHouse) are directly integrated into the regional pathway system. One is located in proximity to the pathway system (Cochrane Lions Rodeo Grounds) and one is currently not directly linked (Cochrane and District Agriculture Society).

Comment:

"... facilities need to be tied into the pathway system so that they can get to them from where ever they live ... too many people are cutting across the tracks."

Community Representative
Focus Group Participant

Still, neighbourhood amenities such as playgrounds, hard surface play areas, spray parks and other amenities should also be linked to the regional pathway system. While the facility clusters represent major nodes for leisure activities within the communities, neighbourhood amenities represent community/neighbourhood nodes and should be integrated into the pathway system, particularly in new communities that develop within Cochrane.

3.0 THE COCHRANE COMMUNITY

Leisure services are impacted by many different issues within the Cochrane community. Demand for leisure services among Cochrane residents is of great importance when considering appropriate facilities and amenities to serve the community. However, there are other issues that affect the delivery of leisure services and impact open space and facility development within the community, such as user groups that provide leisure services to residents, the regional context of the Cochrane community, available land area and other issues.

These factors are examined in this section of the report.

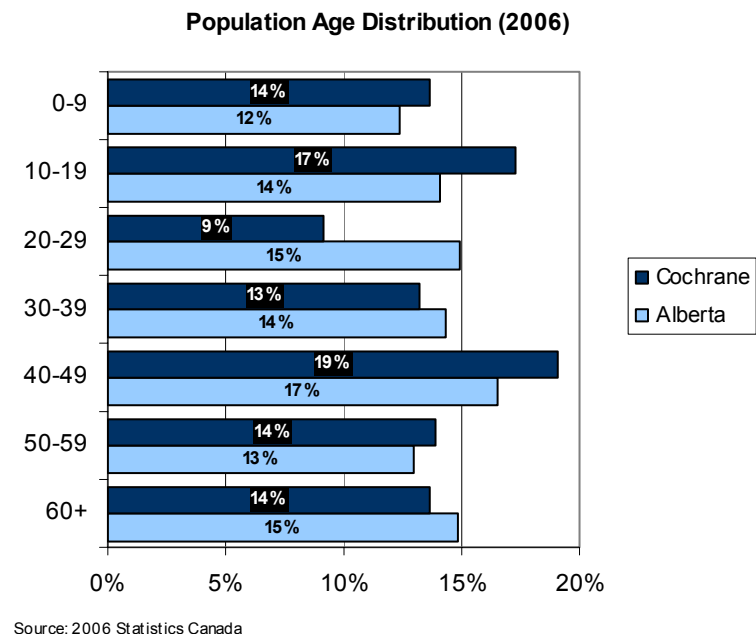
3.1 The Cochrane Citizenry

3.1.1 Cochrane Residents

Community and Population Characteristics

The Cochrane community is situated in southern Alberta approximately 15 kilometres west of Calgary. Although a community located in proximity to a large urban centre such as Calgary might typically be considered a 'bedroom community',¹² many residents feel that Cochrane has become self-sufficient and functions as a service centre to west central Alberta (based on comments offered by residents during the public engagement process).

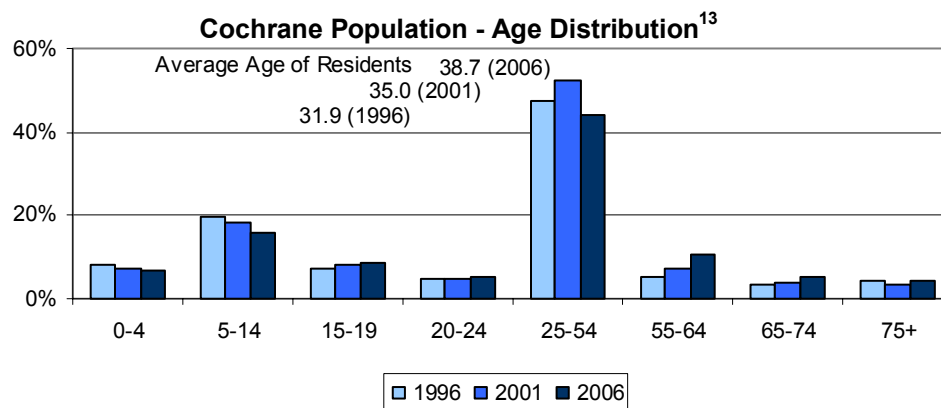
The population of Cochrane was 13,760 in 2006 (Statistics Canada, Federal Census) and consisted of residents of various ages. Nonetheless, the community can be characterized as having a slightly higher number of families with children



¹² Generally, the main characteristic of a bedroom community is that residents sleep in the community, but mostly work elsewhere.

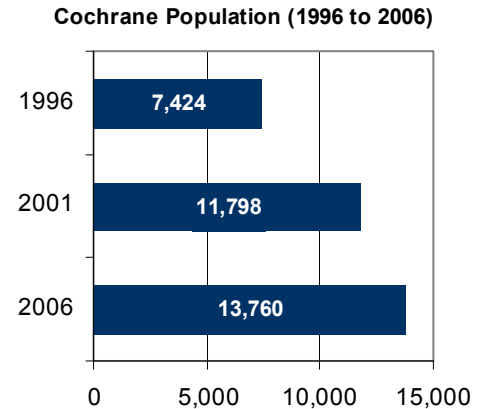
whose parents are 40 to 59 years of age compared to the Alberta population. Interestingly, the average age of the Cochrane population (39 years) is higher than that of the Alberta population (36 years) most likely due to the low proportion of young adults aged 20 to 29 residing within the community.

Over the past decade, Cochrane has experienced significant population growth increasing from 7,424 in 1996 to 13,760 in 2006, or 85% over the ten year period. With this growth has come a change in the composition of the population, as the community has become older. Indeed, the age distribution of Cochrane residents shifted from an average of 32 in 1996 to 39 in 2006. In comparison, the average age of Alberta residents has changed from 34 in 1996 to 36 in 2006. These data suggest that while Cochrane increased almost twofold over a decade, new residents were more likely to be older residents (e.g. 55 to 74), some of which are likely retirees, who did not have children living in the household or had older adolescents (e.g. 15 to 19). These findings are important to the outcomes presented in this Master Plan as leisure activities of adult residents are generally different than those of children or youth. For instance, adults are more likely to engage in passive leisure or health and fitness activities that are undertaken independently of others, while children and youth are more likely to participate in active leisure activities that involve groups of people such as team sports or ensembles. These distinctions can affect the types of outdoor spaces and facilities that are needed or expected within a community. For example, adults may consider a daily walk along a pathway within the community as an important component of their leisure activities, while children and youth might prefer to play a game on a sport field with their team mates or participate in a band with other musicians.



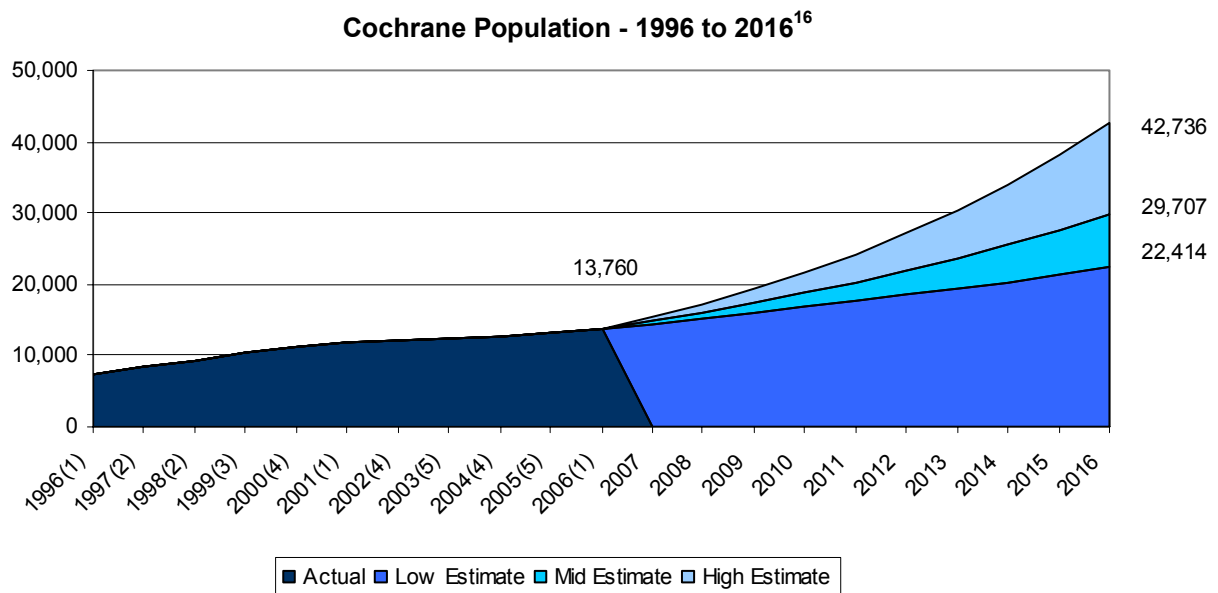
¹³ Source: Statistics Canada, Federal Census 1996, 2001 and 2006.

Most of the growth, however, occurred between 1996 and 2001 when land area was available within the community for residential development. On July 1, 2004, Cochrane annexed lands from adjacent areas;¹⁴ some of this land has since been designated and planned for residential development (see Figure on next page). These four new development areas are expected to support population growth (35,215 to 38,081) over the next 20 years.



- Cochrane West - Estimated 5,710 residents (2.48 persons per unit)¹⁵
- Heritage Hill of Cochrane - Estimated 955 residents (2.99 persons per unit)
- Sunset Ridge of Cochrane - Estimated 8,550 to 11,416 residents (3.00 persons per unit)
- River Heights - Estimated 20,000 residents (2.99 persons per unit).

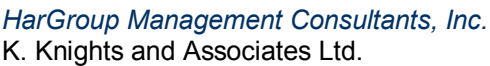
Population growth estimates for the next ten years provided by the Town of Cochrane reflect these expectations. Essentially, the community is expected to increase to approximately 29,707 residents (mid estimate).



¹⁴ The annexation ensures that the Town of Cochrane has a sufficient supply of land within its jurisdiction to accommodate future growth and development for approximately 20 years. Source: River Heights Area Structure Plan, 2007

¹⁵ Note: Number of persons per household in 2006 was 2.78 (Statistics Canada).

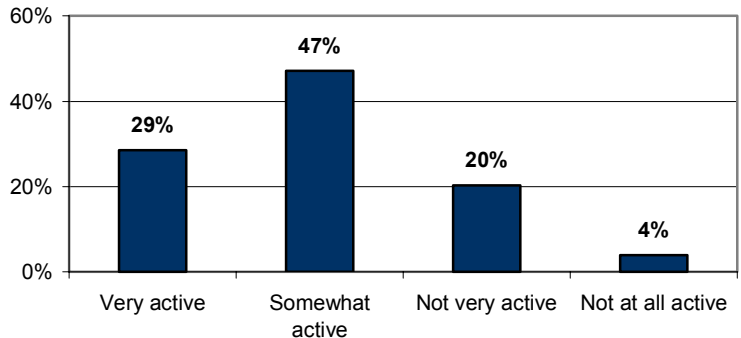
¹⁶ Figures are based on 1) Statistics Canada Federal Census, 2) 1997 and 1998 Projections based on 1996 Federal Census, 3) Municipal Census--excludes 50 dwellings where no data received (estimated population from these units is 150), 4) Municipal Census (includes population from 2004 annexation), 5) Town of Cochrane estimates based on preceding and subsequent years 6) Town of Cochrane anticipated growth: Low estimate 5%; Mid estimate 8%; High estimate 12%.



Participation in Recreation and Culture Activities

For the most part, Cochrane residents consider themselves to be active participants in leisure activities. Approximately three quarters (76%) of respondents to a recent survey (2005 Community Survey) stated that their households were very or somewhat active in leisure pursuits. Younger residents, whether they are young adults, children or youth were more likely to be active than older adults such as mid aged adults or seniors.¹⁷

**Activity Levels for Leisure among Cochrane Residents
(n=1,067)**



Residents are involved in a plethora of leisure activities including both active and passive (see Appendix D for types of activities). Nonetheless, some of the more popular activities among residents include swimming, walking/running/jogging, soccer, hockey, biking/cycling and skating, fitness and baseball/slo-pitch/softball.

Common Activities Among Cochrane Residents (2005 Community Survey; At least 4% of respondents participate in these activities)	
<u>Children and Youth Programs</u>	<u>Adult Activities</u>
<ul style="list-style-type: none"> • Swimming • Soccer • Camp programs • Hockey • Child/youth programs (general) • Running/jogging • Badminton • Skating • Gymnastics • Dance • Lacrosse • Baseball/slo-pitch/softball 	<ul style="list-style-type: none"> • Walking • Swimming • Golfing • Running/Jogging • Biking/cycling • Gym/exercise/fitness • Hockey • Baseball/slo-pitch/softball • Soccer • Curling • Watching plays/theatre • Watching movies • Volleyball • Skating • Hiking • Folk Club

¹⁷ Source 2005 Cochrane Community Survey.

Further, there are a variety of activities in which residents would like to participate (see Appendix D for types of activities). Some of the activities that Cochrane residents want reflect those that are already commonly undertaken and facilities are already available in Cochrane to serve these needs. However, there are a number of cultural activities such as dance, arts and crafts, drawing/painting, drama/acting/theatre and watching plays/theatre that residents would like to participate in but currently do not. These findings may represent a gap in the availability of programs and facilities within the community.

Common Activities that Residents Would Like to Participate In

(2005 Community Survey; At least 4% of respondents indicating would like to participate)

Children and Youth Activities

- Swimming
- Hockey
- Dance
- Arts and crafts
- Volleyball
- Skateboarding
- Soccer
- Biking/cycling
- Skating
- Climbing/rock climbing
- Football/rugby
- Basketball
- Tennis
- Drawing/painting
- Camp programs
- Golfing
- Drama/acting/theatre

Adult Activities

- Dance
- Swimming
- Watching plays/theatre
- Squash
- Hockey
- Gym/exercise/fitness
- Racquetball
- Volleyball
- Arts and crafts
- Tennis
- Badminton
- Yoga/Pilates
- Climbing/rock climbing

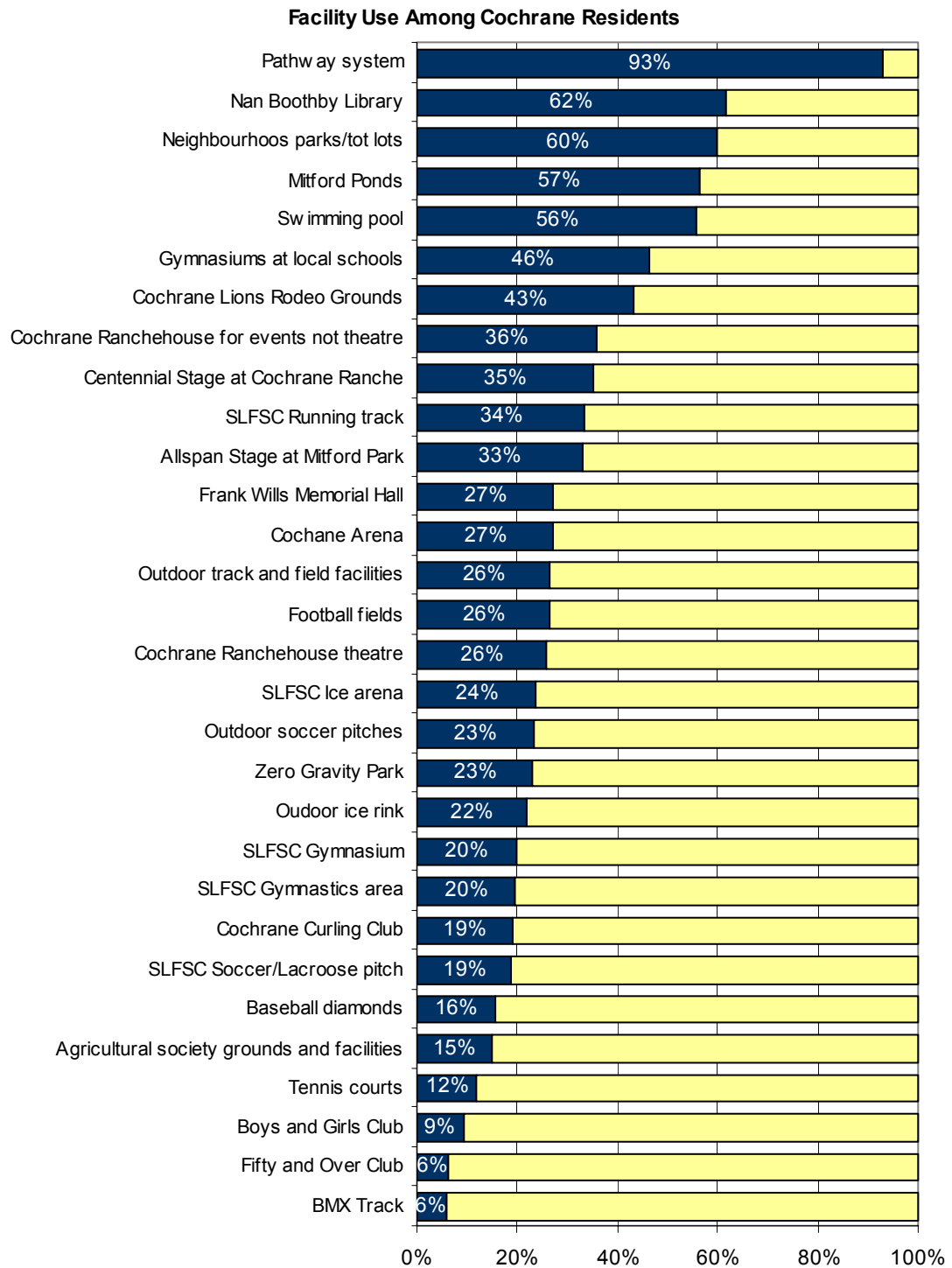
Cochrane residents use the open spaces and leisure facilities that are available to them in the community. The Figure on the next page reveals residents' use of open spaces and facilities. These data also show, however, that some are more popular or more commonly used than other open spaces and facilities. Most notable is the pathway system which almost all Cochrane residents use. Still, other leisure facilities are in high demand among Cochrane residents, such as the Nan Boothby Library, neighbourhood parks and tot lots, Mitford Ponds and the Big Hill Leisure Pool. The data show that at least half of Cochrane residents use these facilities. Interestingly, many of these facilities, including the pathway system, represent open spaces or facilities that

Comment:

"... the swimming pool is used by young and old, from 0 to 80 years, ... everybody uses it."

Cochrane Resident
Focus Group Participant

offer unstructured (non-programming) activities such as going for a walk, getting a library book or going for a skate in the park.



Sources: 2005 Cochrane Community Survey and 2007 Master Plan Survey.

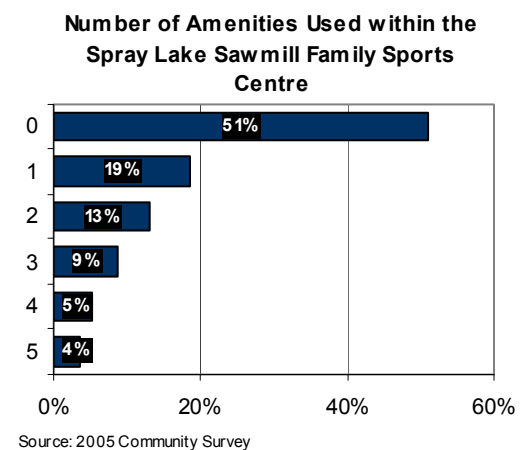
The next most commonly used facilities include gymnasiums at local schools, the Cochrane RanchoHouse, the Centennial Stage at the Cochrane Rancho, the Spray Lake Sawmills Family Sports Centre running track and Allspan Stage at Mitford Park. These facilities are used by a third to half of Cochrane residents. It is worth noting that the running track is identified as being an amenity at the Spray Lake Sawmills Family Sport Centre that is used more often by Cochrane residents than other amenities available at the site.

Frank Wills Memorial Hall, the original Cochrane Arena, outdoor track and field facilities, and football fields are the next group that appears to be used by at least one out of four Cochrane residents.

The remaining facilities are used by less than one out of four Cochrane residents (e.g. Spray Lake Sawmills Family Sport Centre ice arena, outdoor soccer pitches, Cochrane Curling Club, tennis courts, etc.). Although these open spaces and facilities are used less often than others, they provide diversity in the opportunities that are available to community residents. Not everyone will be interested in the activities that are served by the facilities that are most used within the community. To ensure that there are a variety of opportunities within the community, there may be some open spaces and facilities that are available but used by fewer residents.

The Spray Lake Sawmills Family Sports Centre is a major facility cluster within the community offering a range of activities through its different amenities. In the leisure industry, it has become customary to build multi-purpose facilities to take advantage of economic and environmental efficiencies. For the Spray Lake Sawmill Family Sports Centre, each of the individual amenities on their own draws fewer residents than other open spaces or amenities within the community.

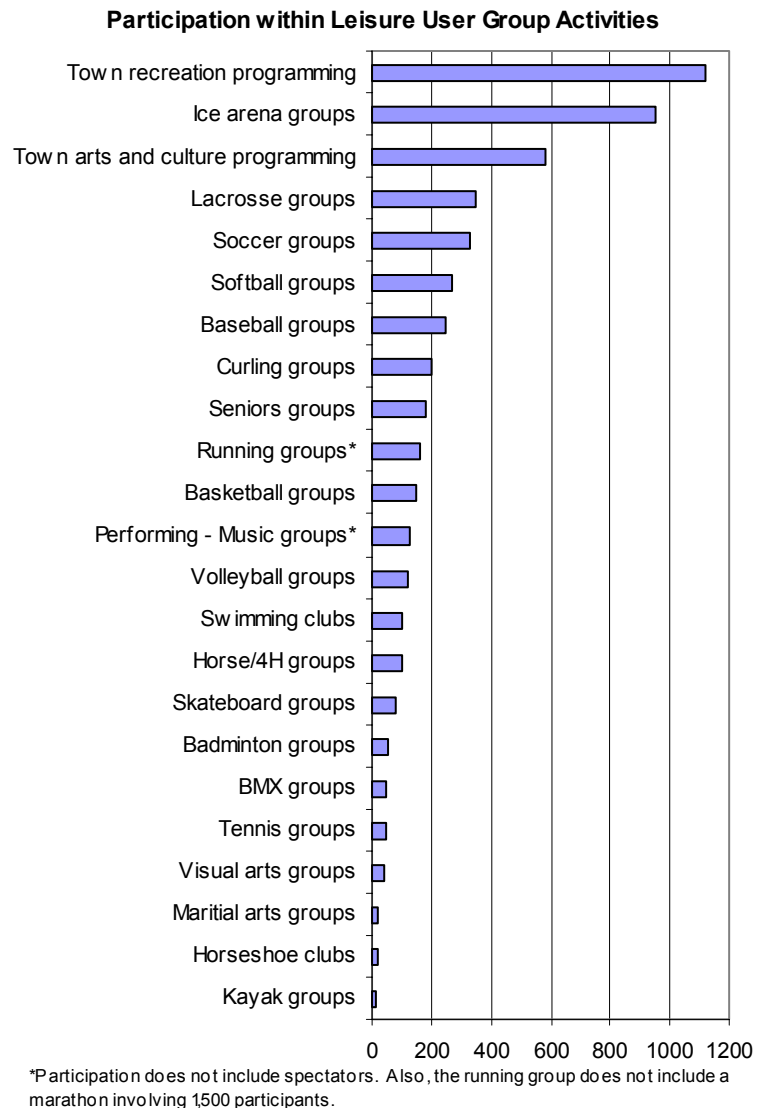
However, as a cluster, the proportion of the population that uses the facility is higher. For example, almost half of Cochrane (48%) residents have used at least one of the amenities within the facility. Of these users, most use one or two of the amenities within the facility. However,



approximately one out of five Cochrane residents use three or more of the Spray Lake Sawmill Family Sports Centre amenities.

3.1.2 Open Spaces and Leisure Facility User Groups

Within the Cochrane community, there are numerous groups and organizations that use open spaces and leisure facilities to offer programs and services to residents. Through the planning process, there were approximately 60 to 70 user groups identified that are based in Cochrane and offer recreation and culture opportunities (18 being field sports or outdoor activity groups; 18 indoor sports or activity groups; 12 arts and culture groups; 10 ice sport groups; and 3 swimming groups). Based on a survey conducted with these groups, it is estimated that approximately 5,500 to 6000 participants used programs that are delivered by these user groups. The Town of Cochrane is a major provider of recreation and culture programming to residents. Indeed, almost a third of the participants engaging in user group programming participate in Town of Cochrane programs.



For the most part, community groups and organizations providing services address the needs of Cochrane residents. Indeed, approximately 80% of

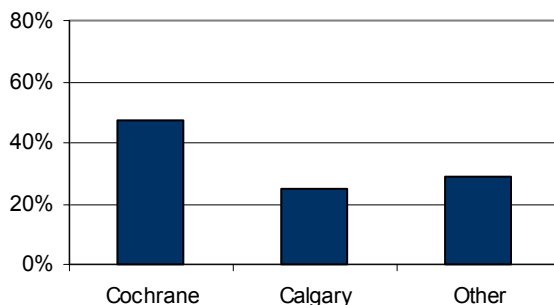
participants using these services are Cochrane residents (with 20% residing outside the community).

3.2 Other Issues Influencing Leisure Services in Cochrane

3.2.1 Cochrane as a Regional Service Centre

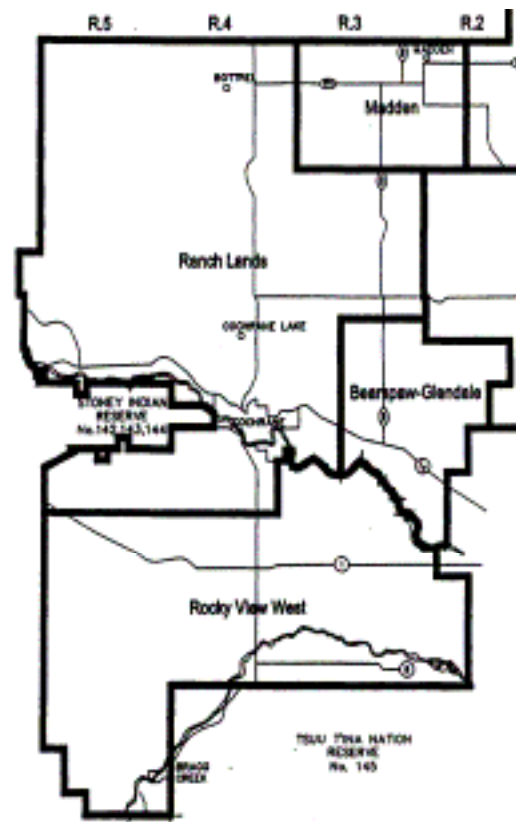
The population of the regional area was approximately 23,513 in 2006 (M.D. of Rocky View and Statistics Canada).¹⁸ This population is important to the outcomes of this Master Plan as many of these residents engage in leisure activities in Cochrane. For example, in a recent survey (2005 Community Survey), almost half of respondents (47%) indicated that most of their recreation and culture activities occur in Cochrane. Also, approximately one out of five user group participants involve non-residents of Cochrane.

Location of Most Recreation and Culture Activities Among Rural Residents



Source: 2005 Cochrane Community Survey

Regional Area Surrounding Cochrane



¹⁸ Involves areas of Bearsaw-Glendale, Madden, Ranch Lands, Rocky View West, Stoney Indian Reserve and M.D. of Bighorn.

Population Growth - Cochrane and Area

Currently, the population of Cochrane and area is approximately 37,273. Over the next decade, population growth is expected to expand the number of residents within the Cochrane service area to 52,414 to 82,736 by 2016. In some respects, the population is expected to double from its current size over the next ten years.

Estimated Population by 2016				
Community	2006	Estimated 2016		
		Low	Medium	High
Town of Cochrane	13,760	22,414	29,707	42,736
Region surrounding Cochrane ¹⁹	23,513	30,000	35,000	40,000
Total	37,273	52,414	64,707	82,736
Approximate % increase		42%	75%	124%

3.2.2 Land Use and Availability within Cochrane

Various land use issues surfaced through the planning process that will affect open space and leisure facility development in the Cochrane community. These issues are summarized below.

Available Land Area

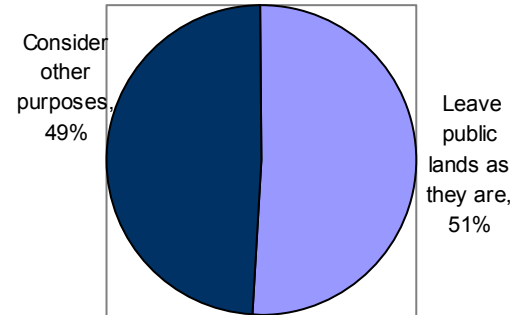
Recreation and culture facilities require land area for development. Within the existing residential and commercial areas, there are few, if any, parcels of public lands available for leisure opportunities. Land may need to be acquired to address significant development opportunities.

Further, the Municipal Reserve land areas proposed in the four new development areas (Cochrane West, Heritage Hill of Cochrane, Sunset Ridge and River Heights) will likely serve community needs such as playgrounds, local parks, pathways, sports fields, etc., but there is limited capacity for Town-wide amenities such as a new swimming pool, ice arena, community centre, etc.

¹⁹ Source: M.D. of Rocky View.

One potential area within the community that is already designated for public service is the Cochrane Lions Rodeo Grounds. This area has been identified as a facility cluster because the swimming pool, the curling centre, the Boys and Girls Club, the rodeo grounds, ball diamonds, and horseshoe facilities are located on the site. The Cochrane Lions Club has facilities for its annual rodeo event at this facility. Some consideration has been given to moving these facilities to another location such as the agricultural grounds.

Potential Use of Cochrane Lions Rodeo Grounds (n=390)

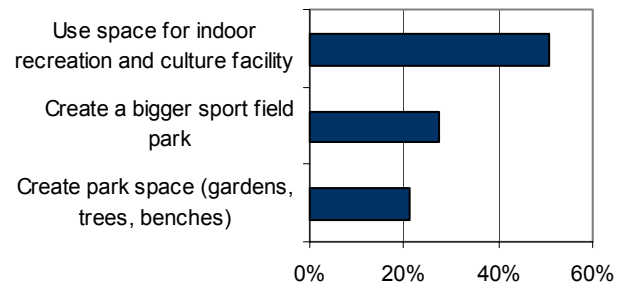


Source: 2007 Master Plan Survey

This issue was presented to Cochrane residents to gain insight into their perspectives. The research found that residents are split on the issue. Approximately half of residents would like the lands to remain in their current state or expand the rodeo facility. The other half would prefer that the lands were used for other public purposes. To gain further understanding of these perspectives, citizens were brought together in focus groups and asked to comment on why they felt the public lands should continue as they are. Through this process, it was determined that residents view the annual rodeo event as an important asset within the community that contributes to the small town western character of Cochrane. Some residents enjoy the intimacy of having the rodeo accessible to all residents and areas of the community. None of the focus group participants were opposed to moving the rodeo facility to another location such as the agricultural grounds as long as it continues to be a part of the Cochrane community and is accessible through various forms of transportation (including the regional pathway system).

If the land was to be used for other purposes, residents indicated that they would prefer it be used to address an indoor recreation or culture facility.

Other Opportunities for the Public Lands (n=207)



Source: 2007 Master Plan Survey

Still, available land area for facility development is an important issue for open space and leisure facility development. Beyond the Cochrane Lions Rodeo Grounds, there may be land available near the Spray Lake Sawmills Family Sports Centre and land that is currently owned by private holders.

Physical Constraints

Much of the public land in the community has development constraints (e.g. rolling topography, creeks and coulees and the Bow River Valley, which impede opportunities for leisure development). Further, within the town, there are two major roadways (Highway 22 and 1A) and the railway corridor, which creates constraints and limitations for open space and leisure facility development. While there are limitations associated with these constraints, many residents feel that the regional pathway system should be used to enable and facilitate connections between areas and leisure facilities and amenities.



School System

Discussions with the School Boards suggest that no new schools are identified for Cochrane in the short term (no schools have been approved through budgeting processes). Sport field and gymnasium development is typically associated with the building of new schools and within the scope and timeframe of this master planning process (next ten years), there are no plans to increase the inventory of these facilities.

One or two locations that have been reserved for schools may become available for public land development over the next ten years (e.g. lands in Glen Eagles and Riverview). However, there may be limitations to these parcels of land due to topography (or being used by another school district).

Downtown Development

In various planning documents, the downtown area of Cochrane has been identified as the social and cultural centre of the community. Although there are few public lands available in the downtown area for development, incorporating new leisure facilities within this area would support this vision of the downtown. As such, leisure facilities that serve the entire community (town-wide facility) should be considered for in or near the downtown area.

3.2.3 The Glenbow Ranch Provincial Park

In August 2006, the Government of Alberta acquired 1,314 hectares of ranchland between Cochrane and Calgary along the Bow River and designated the lands as Glenbow Ranch Provincial Park. The Park will celebrate and showcase Alberta's rich ranching history and culture, as well as protect the landscape along the north shoreline of the Bow River.



It is expected that walking and biking trails will be developed within the Glenbow Ranch Provincial Park and there are plans to use these trails to link Cochrane, the M.D. of Rocky View with Calgary.

Throughout the master planning process, residents and stakeholders identified this opportunity as a critical issue for Cochrane in terms of linking the Glenbow Ranch Provincial Park to the community.

3.2.4 Financial Issues

Expanding or enhancing existing open space or leisure facilities and developing new opportunities will require capital funding. Currently, the Town has limited resources available (current priorities involve other community needs such as a water plant and related infrastructure) and no funds have been budgeted or allocated for recreation and culture facility development. Further, there is a policy limiting the amount of debt the Town can hold.

Nonetheless, during the development of this Master Plan, Town Council approved approximately \$3.6 million for the expansion of the Spray Lakes Sawmill Family Sports Centre.²⁰ These funds will represent the Town's contributions to the total expansion budget of approximately \$11.5 million. It was determined that "by not doing the proposed project (phase 3 expansion of Spray Lake Sawmills Family Sports Centre) the town would risk losing sporting and recreation events in Cochrane (and, possibly, available government grants). These implications would be felt immediately through the loss of user groups of the facility going elsewhere for ice time and events. To manage this decision the town would have to look at the cost of another venue or project that could bring more ice to Cochrane, or a partnership between communities. A cost benefit assessment would show the benefit of doing this project now over other proposed capital projects."²¹ Further funding is being sought for this project from other municipalities (e.g. the M.D. of Rocky View) and the provincial government through the Major Communities Facilities Program (see below).

Other sources of funding will likely need to be identified to facilitate further leisure development initiatives within the Cochrane community. As has already been reported, the Town has a Civic Partnership Policy that encourages involvement among user groups and the general citizenry for developing open spaces and leisure facilities. Still, other sources are likely needed to further augment the opportunities for investment into public leisure assets within the community.

During the planning process for this master plan, several important funding programs were announced by the Alberta Government that may provide funding opportunities for parks, recreation and culture facilities. The most recent of these announcements, the



²⁰ Source: Town of Cochrane, 2008 Budget Summary and Highlights.

²¹ Source: Town of Cochrane, Budgeting Project Justification.

Municipality Sustainability Initiative, enables communities such as Cochrane to identify project priorities within the community, which will likely be identified by Town Council.

- **Municipal Sustainability Initiative** - A 10 year funding arrangement was announced to target high-priority infrastructure projects within municipalities. The funding formula is a hybrid of population, education property tax assessments, and kilometres of roads. Preliminary estimates for the Town of Cochrane are \$42,303,953 for the next ten years.²²
- **Major Communities Facilities Program** - A program intended to address the need for major sports, recreational, cultural or other related family and community wellness facilities. Funding requests should be more than \$125,000 and the program will contribute either half (up to \$500,000) or a third of project costs (over \$500,000).
- **Rural Alberta's Development Fund** - A program established to benefit economic growth, community capacity, quality of life and infrastructure, rural health delivery and learning and skill development. Funding ranges from \$50,000 to \$5 million with applicants providing at least 25% of overall project costs.

Nonetheless, other examples of cost sharing initiatives that are used by municipalities in Alberta to augment facility investments are presented below.

- **Tax Supported Debt** - Tax supported debt may be an appropriate tool for developing new parks, recreation and culture facilities, particularly when the benefits of these facilities will be available for future generations.
- **Development Levies** – Municipalities have worked with the development industry to set development based funding for new facilities. Nonetheless, the capacity of such levies to fund major facilities within the community may be limited (it is dependent on the number of new residential dwellings built within the community). It is worth noting that a Community Enhancement Levy currently exists in Cochrane.
- **Dedicated Tax Levies** - Some municipalities have adopted contributions on residential property taxes for dedicated services.
- **User Fees and Surcharges** - Revenue from fees and charges to access and use public recreation and culture facilities is usually directed to the relevant municipal operating budget. However, a surcharge on user fees may be considered as a source of capital funding for development. This approach is used in other municipalities and places some of the burden of capital development on existing users

²² Source: Alberta Municipal Affairs and Housing, Municipal Sustainability Initiative, Preliminary Estimates, September 21, 2007.

- ***Sponsorships from private sector organizations*** - Corporate sponsorships and naming rights have emerged as a significant opportunity for securing funds for the development and enhancement of recreation and culture facilities. Recent examples of this type within the Town include the Spray Lake Sawmills Family Sport Centre and, in other communities, the Cardel Place, Talisman Centre for Sport and Wellness and Epcor Centre for the Performing Arts in Calgary, the Collicutt Centre in Red Deer and the Dow Centennial Centre in Fort Saskatchewan. Typically, large commercial organizations that operate in the community use these sponsorship opportunities as a means of demonstrating support for the community.
- ***Private donations and bequeathments*** - General citizens are also possible sources for donations and bequeathments.
- ***Joint Funding with Other Municipalities*** - The Town of Cochrane has partnered with other municipalities in the area to raise funds for facilities that are located within the community. Future opportunities may also be available for Cochrane to partner with these municipalities.

Municipal Grants and Funding Programs

The Town of Cochrane further supports leisure opportunities through grant and funding programs that are available to community groups.

- **Community Grants Program** - The Town of Cochrane supports leisure opportunities through its Cochrane Community Grants Program. The purpose of the Grants Program is to provide financial assistance towards projects that enhance and enrich the community.²³ The Program encourages locally-based initiatives from registered, not-for-profit organizations that will impact a broad cross-section of the community, promote a positive community spirit and are innovative in nature. However, it should be noted that funding is only available for one-time projects and is not applicable to capital or operating expenditures.
- **Arts and Culture Endowment Fund** - The Town of Cochrane also has an endowment fund to aid in the promotion of Arts programming initiatives. Building renovation or repairs is not covered by the Fund.



²³ Source: Town of Cochrane Policy, Community Grant Program, 2006.

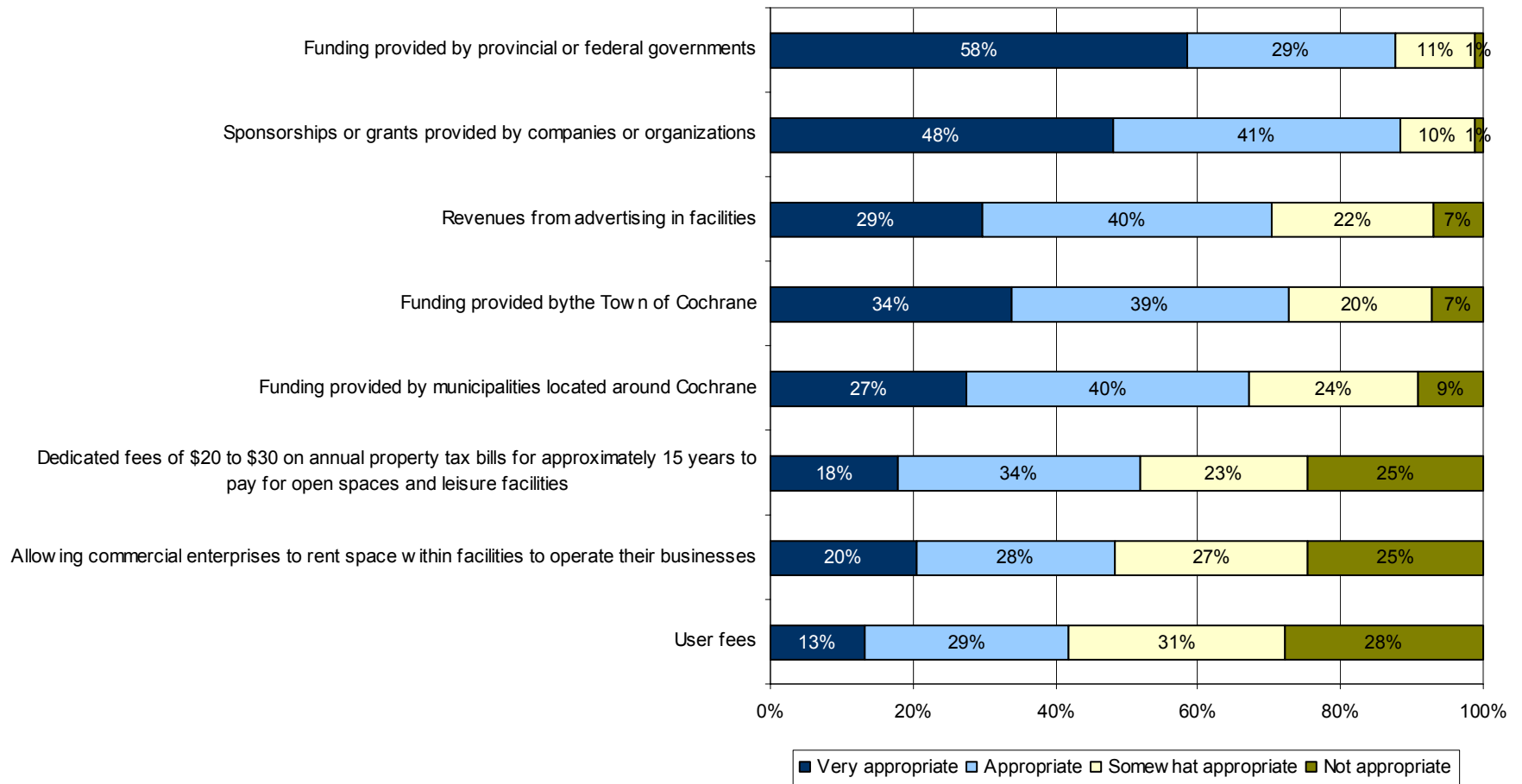
Community Response to Financing Options

More and more, funding of open spaces and leisure facilities within municipalities requires consideration of a combination of options. Using a single source of funding is becoming less viable for improving and developing open spaces and leisure facilities. To get a sense of residents' perspectives of options that may be available for funding these community assets, respondents to the community survey were asked to rate the appropriateness of different sources. Overall, the results suggest that residents acknowledge that funding can originate from a variety of sources (see Figure on next page); but they are more receptive to some options over others. In particular, residents were most amenable to funding coming from government sources such as provincial or federal governments, the municipality, and municipalities located around Cochrane, as well as sponsorships or grants and revenues from advertising in facilities. Most residents, for example three quarters of residents, supported dedicated fees, revenues from renting space and user fees to help fund improving or developing open spaces and leisure facilities, although these options were less popular than the previously mentioned options. For the most part, these data would suggest that Cochrane residents acknowledge that governments have an important role to play in financing the improvement and development of open spaces and leisure services within the community. That being said, they also recognize that there are alternative funding sources, such as partnerships with commercial organizations and, if necessary, raising funds from residents themselves as well as users of these community assets.



User groups also acknowledge that they may have a role to play in funding improvements and developments of open spaces and leisure facilities. In discussions with user groups, they recognized that open space and leisure facility initiatives are more likely to happen with their support and involvement. Nonetheless, many of these groups anticipate that the municipality will assume a leadership role and provide expertise and resources to help their groups, which are mainly comprised of volunteers, to undertake these initiatives.

Community Response to Funding Options



Source: 2007 Master Plan Survey. Note: the term leisure in the above figure has been used to represent recreation, sports, arts and culture, which is how the questions were asked of respondents.

3.3 *General Emerging Trends in Leisure*

The leisure sector across Alberta, as well as North America, is experiencing significant changes in terms of participation in activities and the development of open spaces and facilities. Research was conducted into trends affecting the recreation and culture sector to gain a broader perspective of key issues that should be considered in development of open spaces and leisure facilities in Cochrane. The following summaries present important trends that are affecting these sectors:

Participation Trends

Recreation

- The aging population has an increasing interest in health and wellness. As such, adults are looking toward recreation opportunities to develop and maintain healthy active lifestyles. This trend is particularly relevant to Cochrane with the average age of the community increasing (e.g. from 32 in 1996 to 39 in 2006).
- Adults are focusing on individual unstructured activities that fit into busy, unpredictable schedules rather than team sports or regular programs.
- Fitness facilities have become a high demand amenity in public recreation facilities and often create opportunities to enhance revenue generation.
- There is a decline in some traditional team sport participation; however, this decline is being offset in the short term by the growing participation of women and girls in active team sports and growth in certain emerging sports such as inline hockey and lacrosse. Within Cochrane, there has been increasing demand for women's and girl's hockey programs.
- The advent of indoor facilities in Canada has encouraged growth in soccer and other field sports like lacrosse. The popularity of this sport is also motivated by its affordability and cross gender appeal. This trend is apparent in Cochrane with the field amenities in the Spray Lake Sawmills Family Sports Centre.



Culture

- Overall household spending on arts and culture has been increasing, particularly in the 1990's when the average Canadian expenditure per household on select cultural events and activities increased by 24%.

- Participation in arts and cultural activities is growing in response to greater awareness and the aging population – adults aged 45 to 65 have been the most common participants in arts and cultural activities and this group continues to grow (Statistics Canada reports the percentage of the population in Canada age 55 and over will increase from 22% in 2001 to 35% in 2026).
- Young adults have an interest in experiencing a variety of arts and cultural activities and events and are not likely to just support one genre or style (i.e. life long membership to the symphony).

Open Spaces Related Trends

- Municipalities are confronted with many different issues related to parks and pathways. Municipalities are commonly addressing issues such as population growth, limited staffing, vandalism, lack of park users and decreased funding; these issues have impacted the operations of parks and outdoor recreation facilities. Additional issues that are impacting parks and outdoor recreation include aging of the population and increasing maintenance costs.

Facility Related Trends

Swimming Pools

- Trends toward the development of major aquatic environments that support water play, relaxation, fitness, therapy and socialization are becoming common. Irregular shaped leisure pools with warm water that serve to accommodate a variety of activities are also becoming popular.
- Common amenities being developed in major aquatic environments include waterslides, fountains, play pools, moveable floors, zero depth entry, hot tubs, saunas, whirlpools and outdoor access.
- Demand is increasing for family change rooms and there is increased interest in addressing the needs and expectations of single parent families and diverse populations.



Arenas

- Single ice pads are rarely being built. Instead, twinned or multiple arena combinations are preferred due to cost efficiencies in operations and programming (e.g. hosting tournaments).
- Leisure ice surface with full sound and lighting capabilities are generating considerable interest when developing new ice facilities.

- Year round use of arena complexes is commonplace – summer uses include in-line hockey, box lacrosse, basketball and volleyball. Summer use of arenas does require multi-purpose flooring and air conditioning or air movement equipment.

Multi-Purpose Complexes

- The general public is showing preferences for multi-purpose facilities – facilities that offer a variety of programs and services that target several age groups (i.e. multi-generational).
- Operational efficiencies and revenue generation opportunities are realized through the development of multi-purpose complexes.
- “Recreation/entertainment destinations” are generating considerable public interest – facilities that combine traditional recreation amenities (i.e. swimming pools and arenas) with retail and entertainment options (i.e. hotels and theatres).
- Most multi-purpose recreation complexes are accommodating health services (i.e. physiotherapy clinics) in their designs.

Partnerships

- Direct public sector delivery is no longer the clear choice for providing recreation facilities and services – partnerships with other public agencies, not for profit organizations or private sector is becoming more commonplace.

Role of Municipal Government

- Municipalities are perceived as having a key role in ensuring that all citizens have access to recreation, particularly children, youth and low-income households.
- Municipalities are considered to be major contributors within the spectrum of recreation service providers with a clear focus on “entry level” or introductory activities.
- As major providers, municipalities are valued for the role they play in setting quality standards for recreation facility development, construction, operation and especially fees and admissions.

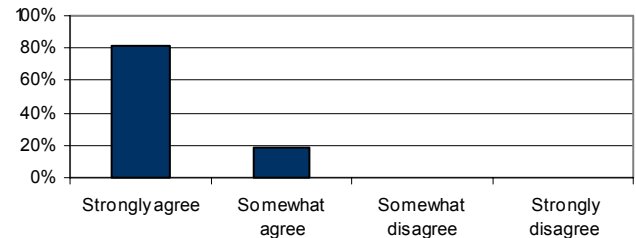
While these trends are affecting municipalities throughout North America, many have direct relevance to Cochrane and the needs and expectations of community residents for open spaces and leisure facilities.

4.0 COMMUNITY NEEDS AND EXPECTATIONS FOR OPEN SPACES AND LEISURE FACILITIES

Leisure pursuits are important to Cochrane residents. Indeed, the participation levels among Cochrane residents that have already been reported demonstrate the importance of these activities among community residents. Still, in the community survey conducted for this Master Plan,

almost all respondents agreed that it is important to have open spaces and leisure facilities available to Cochrane residents. Actually, eight out of ten respondents strongly agree with this assertion, which further emphasizes the importance of leisure activities to Cochrane residents.

Having Parks and Pathways and Recreation and Culture Facilities Available to Residents is Important



Source: 2007 Master Plan Survey

4.1 Residents' Perceptions of Open Spaces and Leisure Facilities

For the most part, Cochrane residents have high regard for the open spaces and leisure facilities that are available within the community. Survey data reveal that satisfaction levels of

Cochrane residents are high for parks and pathways (91%), recreation facilities (89%) and culture facilities (79%). Further, it is clear that these are important community assets to residents (e.g. 96% of Cochrane residents felt parks

Gap Analysis for Open Spaces and Leisure Facilities					
Parks and Pathways					
	Very important	Somewhat important	Not very important	Not at all important	Don't know
Very satisfied	44	4	1	0	0
Somewhat satisfied	30	9	0	0	0
Somewhat dissatisfied	7	1	1	0	0
Very dissatisfied	1	0	0	0	0
Don't know	0	1	1	0	0
Recreation Facilities					
	Very important	Somewhat important	Not very important	Not at all important	Don't know
Very satisfied	27	8	2	0	0
Somewhat satisfied	31	14	3	0	0
Somewhat dissatisfied	7	1	0	0	0
Very dissatisfied	2	0	0	0	0
Don't know	2	2	2	0	0
Culture Facilities					
	Very important	Somewhat important	Not very important	Not at all important	Don't know
Very satisfied	8	7	1	1	0
Somewhat satisfied	21	27	5	0	0
Somewhat dissatisfied	8	5	1	0	0
Very dissatisfied	3	1	0	0	0
Don't know	2	8	2	1	0

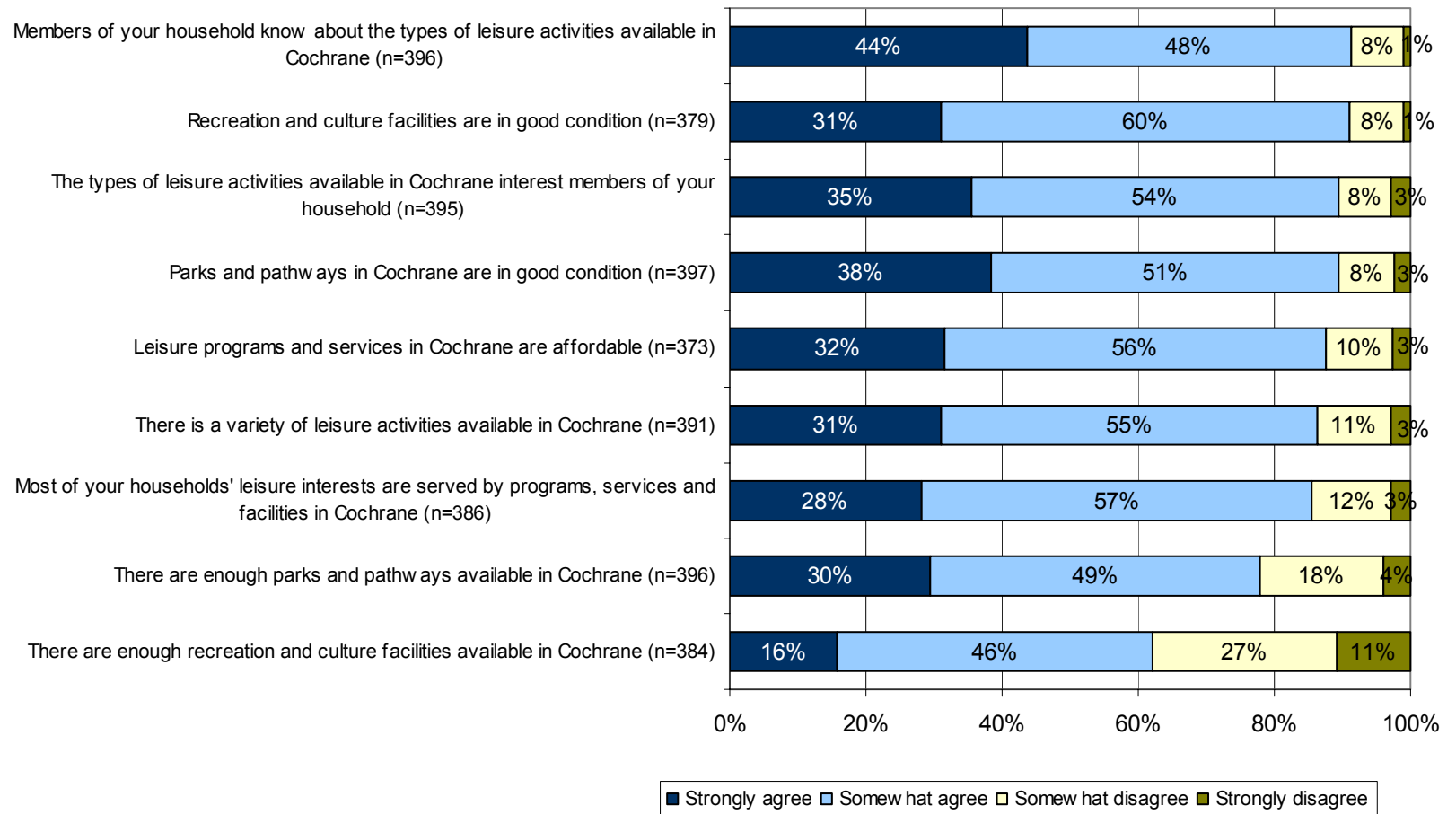
and pathways were important; 93% recreation facilities and 90% culture facilities). Nonetheless, there is evidence in the research conducted for this Master Plan that the expectations of some residents within the community are not being met. In discussion groups, some residents expressed concerns about various assets that are available in community, such as perceived gaps within the regional pathway system, the limitations of existing aquatic facilities, the need for more ice surfaces and the lack of suitable performing arts venues. Some of these gaps are also recognized by residents in the community. For example, 39% of residents stated that parks and pathways were very important to the community, but were not totally satisfied with what is available. A similar proportion of residents exhibited these opinions for recreation facilities (39%) and culture facilities (31%).²⁴

When asked about specific features of the leisure system within Cochrane, most residents stated that they are informed about and interested in what is available within the community, open spaces and leisure facilities are in good condition, there is variety in the programs and services that are available and, for the most part, residents' interests are served by what is available within the community. Still, there is a sense among many residents that improvements would benefit the community's leisure system (respondents were more likely to state somewhat agree rather than strongly agree - see Figure on next page). Furthermore, the feature that residents feel may need attention is the supply of open spaces and leisure facilities within the town (statements about enough parks and pathways and recreation and culture facilities were rated lowest among all features examined in the community survey).

The subject of having more leisure services available within the town was also prevalent in other data that were gathered for this Master Plan. The survey conducted for this Master Plan asked residents to identify important issues for open spaces and leisure facilities. The two most commonly identified issues were expanding existing or building new open spaces and facilities (see Table on page 45). Further analysis of these data reveal that residents were most likely to state pathways, aquatic facilities, ice facilities, parks and a performing arts

²⁴ Note: These proportions represent respondents who stated very important for these areas and gave somewhat satisfied and somewhat and very dissatisfied ratings.

General Perceptions of Leisure Activities and Open Spaces and Facilities



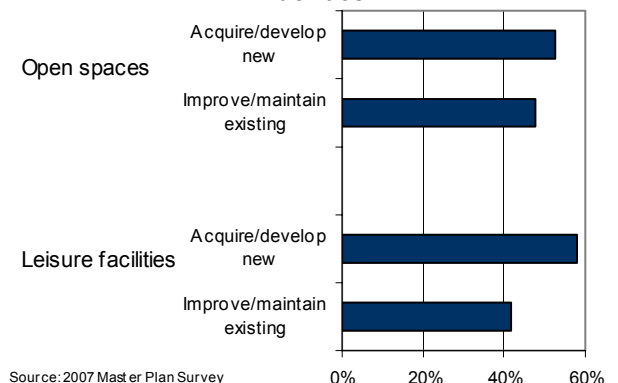
Source: 2007 Master Plan Survey. Note: the term leisure in the above figure has been used to represent recreation, sports, arts and culture, which is how the questions were asked of respondents.

theatre as open spaces or facilities that should be expanded/upgraded or built in Cochrane. Other issues identified by residents included more or better maintenance of what is available and more activities or programming.

Most Important Issues for Open Spaces and Leisure Facilities (n=400)				
Primary Issue	% of Responses (400)	Detailed Issues		% of Responses (400)
Expand/upgrade facilities	35	Parks and Pathways (13%)	Pathways	10
			Parks	3
		Recreation (12%)	Aquatic	6
			Ice	3
			Other	3
		Culture		3
		Other		7
Build new facilities	35	Recreation (20%)	Ice	7
			Aquatic	6
			Other	7
		Parks and pathways (7%)	More pathways	4
			More parks	3
		Culture (5%)	Theatre	3
			Culture/general	2
		Other		3
More/better maintenance	14	Recreation facilities		7
		Other		7
More activities/programs	7	More activities/programs		7
Better affordability/accessibility	4	Arts and culture activities		2
		Other		2
More facilities in specific locations	3	More facilities in specific locations		3
More promotion	2	More promotion		2
Other	1	Other		1
Total	100	Total		100

Even when residents were specifically asked about acquiring and developing new versus improving and maintaining existing open spaces and leisure facilities, most stated that they felt acquiring and developing new was needed within the community. While some residents and user groups stated that more open spaces and expanded facilities were currently needed for assets such as pathways and aquatic facilities, many anticipated a sense

Preferences for Open Spaces and Facilities



Source: 2007 Master Plan Survey

of urgency for more community assets to address expected demand from population growth. Numerous comments from residents and stakeholders highlighted population growth as a major issue that the Town should address.

Nonetheless, many residents recognize that facilities developed in the Town should be sustainable (e.g. economically, environmentally, etc.). For example, respondents to the community survey were asked if there were leisure activities that they participate in primarily outside of Cochrane. About a third of survey respondents provided examples of activities that they typically leave Cochrane to pursue. These residents were also asked if they thought it was reasonable for open spaces or facilities to be developed in the community to support these activities.²⁵ In some cases, residents felt that it was feasible to develop open spaces or facilities to accommodate these activities. In other cases, however, residents acknowledged that there would be challenges associated with the sustainability of these community assets within Cochrane.

Comment:

"...things are ok now, but not adequate for growth ... the facilities were built for 12,000 people, but we're going to have a lot more than that."

"...I think we have a lot, but growth is so rapid and (leisure services) getting in short supply."

Cochrane Resident
Focus Group Participants

Perceived Reasonability of Developing Facilities to Address Activities Undertaken Outside of Community				
	Very Reasonable	Somewhat Reasonable	Not Very Reasonable	Not At All Reasonable
At least 10 respondents	<ul style="list-style-type: none"> Swimming Hiking/Walking 	<ul style="list-style-type: none"> Art classes Theatre performance 	<ul style="list-style-type: none"> Golfing 	<ul style="list-style-type: none"> Skiing/snowboarding/Snowmobile Music/concert performance Dance performance/classes
Fewer than 10 respondents	<ul style="list-style-type: none"> Arts, in general Movie theatre Hockey Fitness/aerobics/Gymnastics Squash Skating Soccer Fishing Lacrosse Calgary public library 	<ul style="list-style-type: none"> Biking Sports/recreation in general Basketball Martial arts Racquetball Volleyball Curling Bird watching Personal development courses Fencing 	<ul style="list-style-type: none"> Horseback riding Wall climbing Tennis 	<ul style="list-style-type: none"> Museum/science centre Zoo Parks Hobby courses Baseball

²⁵ Question: Keeping in mind the development costs for new open spaces and facilities, as well as potential use amongst Cochrane residents, how reasonable do you think it is for services to be expanded or developed in Cochrane that would allow your household to participate in (activity) in the town?

4.2 User Group Perceptions of Open Spaces and Leisure Facilities

Similar to Cochrane residents, user groups think highly of the open spaces and leisure facilities that are available within the community. In a survey of these groups, almost nine out of ten rated the quality (87%) and condition (88%) of facilities in Cochrane to be excellent or good. Actually, user groups expressed appreciation for the open spaces and facilities within the community. For open spaces or recreation facilities, some user groups indicated that larger facilities or areas would benefit the programs and services they provide and some groups suggested improvements would be helpful.

Culture facility user groups expressed concerns with the functionality and appropriateness of the facilities within Cochrane.

Numerous needs and expectations for facilities were identified through discussions with user groups. The following list summarizes requests that were offered by user groups.



Open Spaces and Sports Fields

- **BMX facility** - A permanent facility with water and washrooms was requested within Cochrane.
- **Boat Launch** - It was suggested that a boat launch on the west side of town would serve community needs.
- **Horseshoe Pits** - The Horseshoe Club indicated that a ten pit facility would serve their needs. It was also suggested that the facility should have a chain link fence.
- **Multi-Use Sport Field Facility** - Several groups proposed a centrally-located facility for competitive fields including change rooms and washrooms (Shouldice in Calgary was offered as an ideal example) was needed. It was also suggested that all outdoor facility needs may be addressed at a centrally-located outdoor facility.
- **Rodeo Grounds** - Possible movement of the rodeo grounds.
- **Skateboard Park** - The Skateboard Club suggested that an additional skateboard park was needed to address the growing population.

- **Sports Fields** - Both baseball and soccer users suggested more outdoor sports fields were needed. There was also a request for lighted sports fields.
- **Tennis courts** - An additional court was suggested for the community.
- **Trail system** - It was suggested that the Town's trail system should be linked and extended to the new provincial park.

Recreation Facilities

- **Curling Club** - Improvements to the facility such as a kitchen and two to four more sheets of ice were suggested. The purpose of improving the facility is to address member expectations for a curling club and attract more competitions to the community.
- **Ice arenas** - At least one more sheet of ice in the next ten years was proposed by ice users (needed within four years), but it was expected that two more sheets of ice would be needed.
- Ice users suggested that much of this need results from the amount of ice time required by minor hockey and stakeholders wanting to improve the level of play available to Cochrane hockey players (playing at elite levels). In terms of the Cochrane Arena, it was suggested that additional storage space would help organizations using that facility.
- **Indoor recreation and sports** - It was suggested that more multi-purpose spaces and gymnasiums were needed so as not to have to use school gymnasiums. As well, additional storage space was requested.
- **Indoor Pool** - Stakeholders offered the following needs for aquatic activities:
 - A larger spectator viewing area
 - Storage facilities
 - Larger change rooms
 - Larger leisure pool
 - Swimming lanes - an 8 lane 25 metre pool with a 12 metre depth – it was thought that such a pool would allow for advanced programming and address safety concerns. However, stakeholders acknowledged that local demand for elite programming may not justify a competitive pool. Nonetheless, expansion of aquatic facilities was expected to address scheduling and community demand.
- **50 and Over Club** - Uncertainty was expressed about the future of this facility.

Arts and Culture

- **Performing Arts and Visual Arts** - Arts and culture groups suggested that an arts facility is needed in the community. In particular, these groups suggested a community hall with a main hall for performances and multi-purpose rooms for community visual arts programming would accommodate the needs of the community. Stakeholders cited appropriate acoustical and lighting features for performances, unrestricted views, seating for approximately 300 people (with a smaller alternative area for seating 50), a

green room, rehearsal space and multi-purpose rooms were key features needed in the facility.

- **Performing Arts** - The Allspan Stage at Mitford Park is perceived to face the wrong way, thus creating a windy environment (sheet music blows away, etc.). Vinyl side panels were installed with the expansion of the stage in 2005 to help alleviate wind concerns. However, some groups still perceive a challenge with using this amenity.

While some of the needs and expectations outlined above would address inadequacies with existing facilities, others are related to existing or anticipated capacity concerns that will inevitably worsen with the expected population growth. Lack of available pool, ice, gymnasium and field times and inadequate performing arts amenities were emphasized by those consulted in the engagement process and were said to be resulting in limited growth of programs and services.

4.3 Community Impressions of the Cochrane RanchHouse

The Cochrane RanchHouse offers a variety of space for recreation and culture programming and these spaces are available to the public and to user groups. Many Cochrane residents have used the Cochrane RanchHouse for recreation and culture activities. For example, approximately a third of

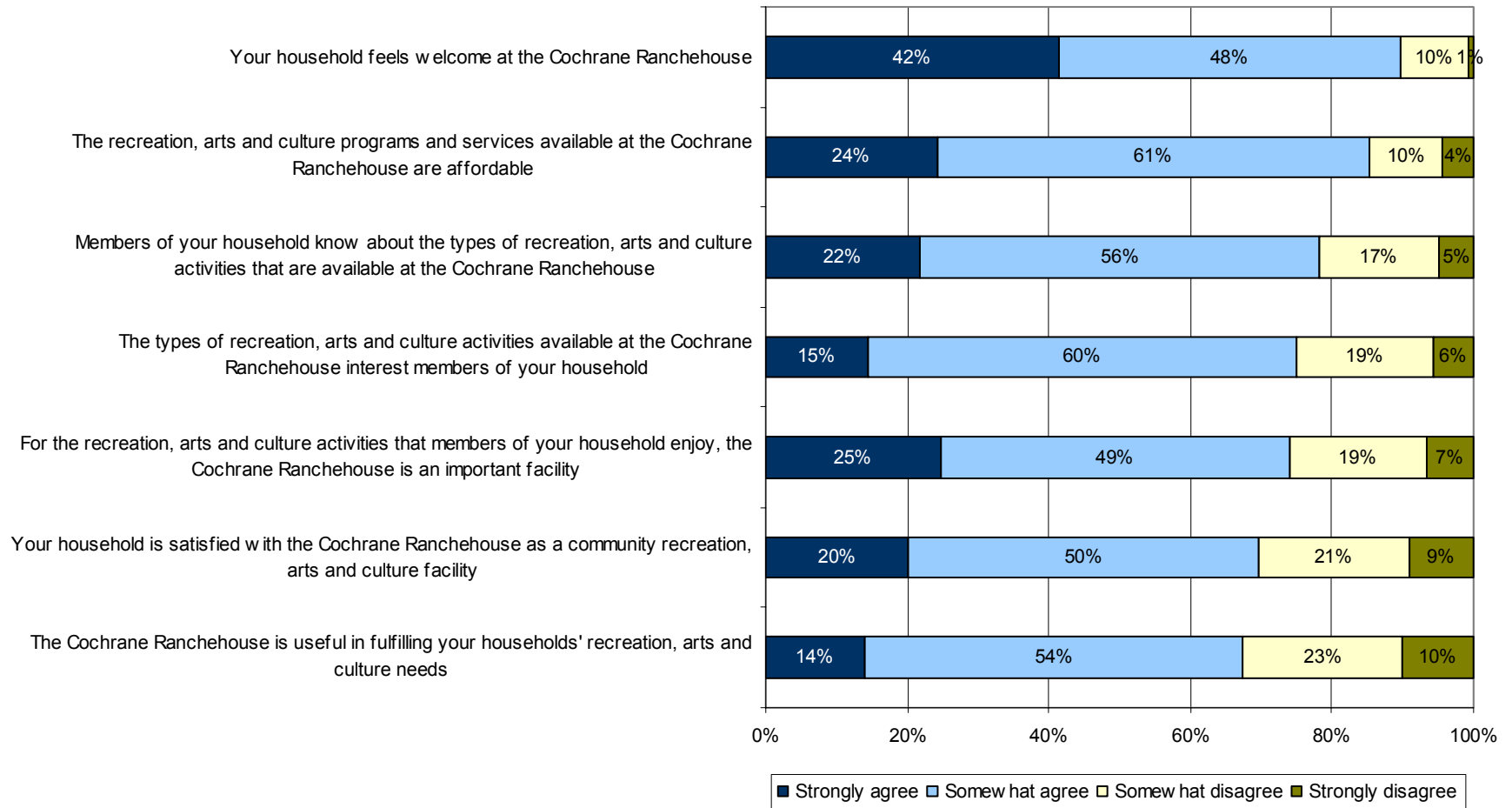


residents (36%) used the facility for events other than theatre and a quarter (26) attended events at the theatre (see Figure on page 26). Overall, however, about half of Cochrane residents (47%) used the Cochrane RanchHouse to attend events or theatre.²⁶ These data suggest that the facility is used by a substantial portion of the Cochrane population²⁷ and is an important facility for leisure activities within the community.

²⁶ Source: 2005 Cochrane Community Theatre. Use represents attending events or theatre over a 12 month period.

²⁷ Note: Approximately the same proportion of residents used the Spray Lakes Sawmills Family Sports Centre as used the Cochrane RanchHouse (see page 27 for analysis of SLSFSC).

Community Perceptions of the Cochrane Ranchehouse



Source: 2007 Master Plan Survey.

Throughout the planning process, residents and stakeholders provided opinions about the spaces that are within the Cochrane RanchHouse in terms of size, adequacy and affordability. For example, some user groups expressed concerns about the attendance capacity of rooms, the adequacy of theatre specifications and site lines within some rooms and the cost associated with using the space. There were also concerns expressed from some user groups about noise levels of some events and the ability to access certain areas of the facility.

Residents' perceptions of the Cochrane RanchHouse were also examined through the community survey to assess the facility's utility and value as a community asset. These data suggest that most residents are satisfied with the facility and that they believe it is an important facility within the community. Still, these opinions appear to be apathetic rather than enthusiastic in that most residents stated that they somewhat agreed that the facility is important (rather than strongly agreed). Further evidence of this indifference can be seen in the response to the statement about the usefulness of the Cochrane RanchHouse fulfilling leisure needs of residents. Approximately two-thirds of residents agreed with this statement; but only a small proportion (14%) strongly agreed.

Additional support for this conclusion can be found in data about satisfaction levels for open spaces and leisure facilities that were gathered in the 2005 Cochrane Community Survey. These data reveal that most residents who used the Cochrane RanchHouse stated satisfaction with the facility. However, they were much more likely to say that they were satisfied rather than very satisfied. These findings are much more pronounced when compared to other open spaces and leisure facilities such as the Zero Gravity Skate Park or amenities at the Spray Lakes Sawmills Family Sports Centre, which had more than half of users stating that they were very satisfied with these facilities.

Satisfaction with Open Spaces and Leisure Facilities (Users) (A sample of data that are presented in Appendix X)					
Facility	Sample Size	% of Respondents			
		Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
Midford Pond	(n=221)	54	45	1	0
Zero Gravity Skate Park	(n=88)	59	39	1	1
SLSSC Soccer/Lacrosse pitch	(n=182)	55	43	2	0
SLSSC Gymnasium	(n=193)	52	46	2	0
SLSSC Gymnastics area	(n=192)	1	45	3	1
SLSSC Ice arena	(n=228)	51	43	4	1
Football fields	(n=103)	37	56	5	2
Cochrane Ranchehouse for events other than theatre	(n=356)	29	60	9	2
Cochrane Ranchehouse theatre	(n=253)	31	57	9	3
Swimming pool	(n=567)	22	50	22	7

Sources: 2005 Cochrane Community Survey and 2007 Master Plan Survey.

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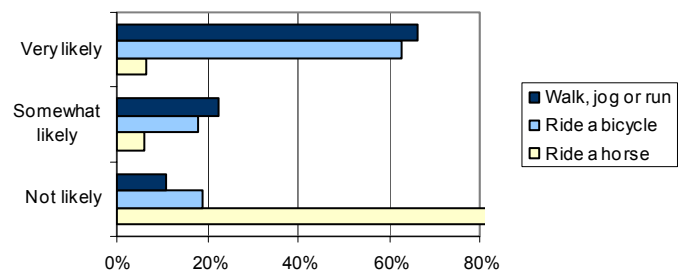
Residents and stakeholders offered a variety of suggestions for improvements or enhancements to the Cochrane RanchHouse. Suggestions provided by residents in the community survey are presented below. The most common suggestion offered was to expand or improve the facility, particularly the theatre. However, almost one out of five suggestions were about physical access to the building, which likely reveals more about general accessibility for the public to the facility rather than issues about its functionality.

Improvements Suggested for the Cochrane RanchHouse			
Main issues	% of responses (n=240)	Detailed Responses	% of responses (n=240)
Expand/better facilities	27	Better theatre for performing arts	15
		Bigger facility	6
		Increased seating	2
		Expand museum	2
		Accommodate visual arts gallery/space	1
		Better use of space	1
More promotion of activities/events	17	More promotion of activities/events	17
Better physical access	17	Better access (road/pathways)	7
		More parking	6
		Move closer to town	3
		Better signage	1
More affordable	10	More affordable rates	7
		Events more affordable	3
More programs and events	8	More programs and events	5
		More programs and events for children/youth	3
More auxiliary services	4	Restaurant/coffee shop	3
		Other	1
More welcoming entrance	3	More welcoming entrance	3
Better management	1	Better management	1
Other	3	Other	3
Like it the way it is	9	Like it the way it is	9
Total	100	Total	100

4.4 Glenbow Ranch Provincial Park

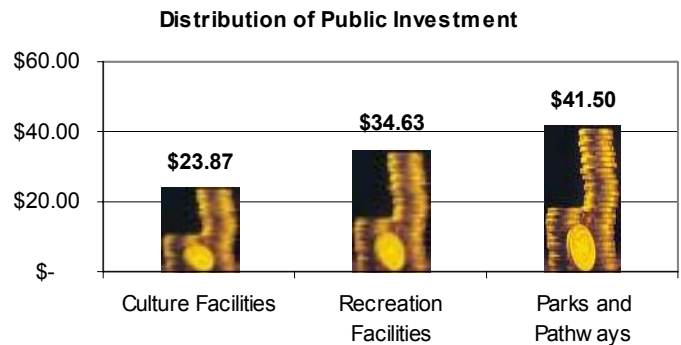
Residents and stakeholders frequently referred to the proposed Glenbow Ranch Provincial Park as an important issue that should be addressed within Cochrane's park system. In terms of needs and expectations of residents, they felt that the regional pathway system should be linked to the Park, in some manner. Generally, there were no preferences stated as to where the link may be located or how it might be linked. Nonetheless, those who use it are just as likely to walk, run or jog on the trails as they are to ride a bicycle.

Likely Access to Glenbow Ranch Provincial Park



4.5 Overall Distribution of Priorities

To get a sense of priorities among open spaces and leisure facilities, residents to the community survey were asked how much investment they would allocate to parks and pathways, recreation facilities and culture facilities within the Cochrane community. Residents were presented with a variety of questions about development options for open spaces and leisure facilities in Cochrane (which will be presented in the next sections of this Master Plan) and then asked to allocate a \$100 investment based on their preferences for options. The results show that residents put greater significance to the development of the parks and pathway system, followed by recreation facilities and culture facilities.



5.0 PARKS AND PATHWAYS DEVELOPMENT

Cochrane offers residents a diverse system of parks, pathways and natural areas. This section of the Master Plan reviews the inventory of this system and identifies areas for improvement or development.

5.1 Parks and Pathways in Cochrane

The Table below summarizes parks and pathways that are available to Cochrane residents. Highlights of the system are 24 kilometres of pathways and trails, 23 parks, 24 playground structures, 5 tennis courts and 3 cemeteries.

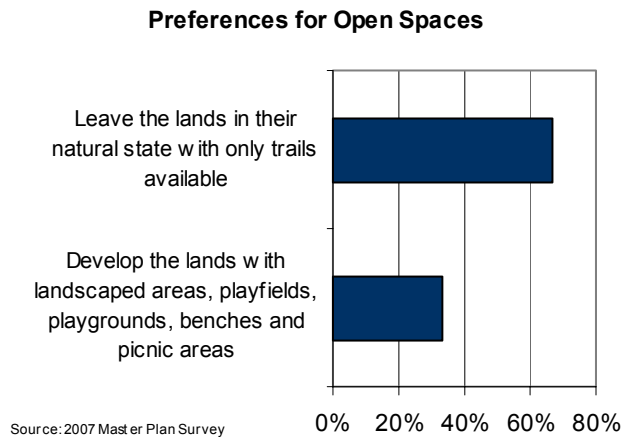
Inventory of Parks and Pathways (Outdoor Amenities)	
Park and Pathway	Amenities
Active 20 30 Park	
Cochrane and District Agricultural Society	<ul style="list-style-type: none"> See recreation facilities for amenities
Cochrane Rancho Historical Park	<ul style="list-style-type: none"> Performance area (small stage) Historical interpretation Washroom
Cenier Island Park	
Centennial Park	<ul style="list-style-type: none"> Outdoor ice rink
Clarence Copithorne Park	
Crawford Park	<ul style="list-style-type: none"> Basketball courts
Dewey Blaine Park	
Fenton Park	
Henry Whitfield Park	
Kerfoot Park	
Cochrane Lion's Rodeo Grounds	<ul style="list-style-type: none"> Rodeo grounds Horseshoe pits
Matt Kroll Park	
Millennium Park	<ul style="list-style-type: none"> Boat launch
Mitford Park	<ul style="list-style-type: none"> Performance area (small stage) Outdoor skating area Fish ponds
Pathways and Trails	<ul style="list-style-type: none"> 24 kilometres of paths and trails
Quigley Park	<ul style="list-style-type: none"> Tennis courts (2)
Rotary Park	
Samuel Spicer Park	
Sunterra	
Terry Fox Park	
Wearmouth Park	
Whittle Park	
William Camden Park	<ul style="list-style-type: none"> Tennis courts (2)
Other outdoor amenities	<ul style="list-style-type: none"> Play structures - 24 various locations Cemeteries - 3 Tennis court at Cochrane High School Portable washrooms (2 year round; 6 seasonal)

The Cochrane and District Agricultural Society, Cochrane Lion's Rodeo Grounds and Mitford Park are major facility clusters that have various leisure amenities available for residents. Other district parks and neighbourhood parks (that have the 24 play structures) represent neighbourhood nodes throughout the community.

Residents, particularly users of these open spaces, are generally pleased with the open spaces and amenities within the town. As the data in the table below show, the vast majority of residents are satisfied with Cochrane's open spaces. Nonetheless, some open spaces are more satisfying than others. In particular, the Mitford Ponds were identified by Cochrane residents as being very satisfactory. For other areas, however, there is room for improvement. While most residents are satisfied with these open spaces and the amenities that are offered, there is room for improvement. Based on anecdotal evidence from discussions with community representatives and residents, there is an expectation in the community that the regional pathway system should link residents with the community by providing access to recreation and culture facilities, around physical barriers such as highways, train tracks and the Bow River, and to the downtown area. In some of the older areas of the community, such as East Cochrane, there are no formalized paths or trails. Rather, the established sidewalk system is an informal link between established paths and trails. Many residents do not perceive this link and, thus, feel that the pathway system is not integrated throughout the community.

Satisfaction with Open Spaces and Leisure Facilities (Users)					
Facility	Sample Size	% of Respondents			
		Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
Mitford Ponds*	(n=221)	54	45	1	0
Allspan Stage at Mitford Park*	(n=128)	27	70	3	0
Centennial Stage at Cochrane RancheHouse*	(n=136)	18	71	8	2
Pathway system	(n=965)	33	56	10	2
Neighbourhood parks/tot lots	(n=610)	23	66	10	1
Organized highest to lowest based on the sum of very satisfied and satisfied responses for Cochrane respondents. Source: 2005 Cochrane Community Survey (except for those gathered in the Master Plan Survey) *2007 Master Plan Survey.					

In terms of open space preferences, residents tended to favour open spaces in their natural state rather than developed landscaped areas with amenities. Still, there is clearly demand for both types of open spaces and a mix of these types of areas provides a balanced approach to open space development.



5.2 Comparisons to Other Municipalities

Comparisons of general amenities located in open spaces among various municipalities in Alberta are presented in Appendix E. This analysis suggests that the Cochrane community is fairly represented with amenities compared to other municipalities. Essentially, Cochrane has consistent volumes of stages and tennis courts to communities of similar population sizes.

5.3 Preferences for Parks and Pathway Development

Residents and stakeholders identified key areas that should be improved or developed within the parks and pathway system. The table on the next page shows unprompted responses of residents' expectations for parks and pathways in Cochrane. The most prominent issue for residents is the expansion of pathways throughout the community. In some cases, residents identified specific areas for improvement or development such as more trails along the river (e.g. south side of Bow River and east of the town), more multi-use paths that can accommodate bikes, more links to recreation and culture facilities, and more crossings over or under physical barriers such as the highways, railway tracks and Bow River. In other cases, however, the responses were general in nature (e.g. more pathways).

Another prominent suggestion among respondents was to expand parks, whether throughout the town or more specifically playgrounds, by the Bow River, picnic areas and off-leash dog areas.

An underlying theme within the responses was concern about population growth and community development and what these issues will mean to the parks and pathway system. Essentially, these concerns relate to expanding and connecting the system throughout the community and ensuring that open spaces are available and developed in new residential areas.

Investment in New or Expanding Existing Parks and Pathways in Next 10 Years			
Main issues	% of responses	Detailed Responses	% of responses
Expand pathways	52	More/expand pathways	12
		Along the river	8
		Keep up with population growth	8
		Better/more bike paths	6
		Connect whole community (Spray Lakes Sawmills Family Sports Centre, Cochrane RanchHouse, Library, etc.)	6
		More paths in the east end	5
		Connect to Glenbow Ranch Park/Calgary	4
		Over/under tracks/river/roads	2
		Other	2
Expand parks	18	More green spaces	5
		Playgrounds	3
		By the river	2
		Picnic areas	2
		Off lease areas	2
		More trees	1
		Other	3
Better maintenance of pathways	8	Pave pathways	4
		Other	4
Build new parks and pathways generally	6	Into new areas	3
		Build new parks and pathways generally	3
More amenities in parks/pathways	5	Outdoor aquatics facilities	3
		Sports fields	1
		Other	1
Better maintenance of parks and pathways generally	4	Better maintenance of parks and pathways generally	4
Better maintenance of parks	3	Clean up natural areas (litter)	1
		Other	2
Everything is fine the way it is	3	Everything is fine the way it is	3
Total	100	Total	100

While the proposed Glenbow Ranch Provincial Park was not commonly identified in unprompted questions to residents, it was an important development option identified in a series of questions that asked about specific opportunities for parks and pathways within the community. Based on the sequence of questions,²⁸ it is possible that some residents are not aware of the proposed new Provincial Park. However, upon being informed about this initiative, it emerged as the primary priority for improving and developing the parks and pathway system in the community. In discussion groups conducted with residents, it was learned that linking the pathway system to the proposed Glenbow Ranch Provincial Park would expand opportunities for Cochrane residents to get outside and exercise

Preferences for Development Options	
Development Options	% of Responses
Link Cochrane's pathway and park system with the proposed Glenbow Ranch Provincial Park	31
Further expansion of the pathway system throughout Cochrane	18
Preserving natural areas in Cochrane	14
Establish a landscaped and developed park along the Bow River	13
Plant more trees and shrubs in existing parks	10
Building a non-motorized boat launch along the Bow River	7
More amenities or equipment in parks that offer unstructured recreation activities	6
Other	1
Total	100

Comment:

"...it is unspoiled wilderness, most pathways (in Cochrane) are through neighbourhoods."

"...economic benefits to Cochrane, cyclists coming up on their bikes and businesses will benefit."

General Public
Focus Group Participants

by walking and biking long distances. Further, residents perceived that the Provincial Park would provide undeveloped natural park space to explore, which was considered a benefit. Finally, it was perceived that economic benefits would result from non-residents (Calgarians) using the extended trail system to access Cochrane as they would likely also access services within

the town.

²⁸ Note: Respondents to the 2007 Master Plan Survey were informed about the proposed Glenbow Ranch Provincial Park after responding to the unprompted question about development needs within the community.

6.0 RECREATION FACILITIES DEVELOPMENT

This section of the Master Plan examines recreation facilities in Cochrane.

6.1 Recreation Facilities in Cochrane

The inventory of recreation facilities within Cochrane is wide ranging and involves indoor and outdoor recreation amenities. The Table on the next page summarizes the recreation facilities that are available to Cochrane residents.

Several notable facilities in the summary, mainly due to use among residents (see page 26), include the Spray Lake Sawmills Family Sports Centre and Big Hill Leisure Pool. The Spray Lake Sawmills Family Sports Centre has been identified as a facility cluster and offers residents a variety of leisure opportunities and approximately half of the residents within the community use this facility. The Society that operates the facility proposed expansion with an additional ice surface. This proposal was adopted by Town Council in September 2007.



The Big Hill Leisure Pool is also highlighted because of its use among residents. Over half of the Cochrane population uses this facility for leisure pursuits, even though it is a single-use facility (e.g. swimming and diving). It is considered to be situated in a facility cluster because of its proximity to other single-use facilities such as the Cochrane Curling Club, the Boys and Girls Club and the Lion's Rodeo Grounds. Still, within the structure of the building, only swimming and, to some degree, diving, are undertaken within the facility. Throughout the planning process, many residents and stakeholders suggested that larger aquatic facilities were needed within the community.

Inventory of Recreation Facilities	
Recreation Facilities	Amenities
Aquatic	<ul style="list-style-type: none"> • Big Hill Leisure Pool <ul style="list-style-type: none"> • Leisure pool • 4 lane flat water pool
BMX Tracks	<ul style="list-style-type: none"> • Within the boundaries of the Cochrane and District Agricultural Grounds
Curling	<ul style="list-style-type: none"> • Cochrane Curling Club - 4 rinks
Dressage and Horse Jumping Rings	<ul style="list-style-type: none"> • Cochrane and District Agricultural Grounds <ul style="list-style-type: none"> • Indoor arena with riding surface • Cross country course • 2 outdoor dressage rings • grass stadium rings • Horse stabling barns • 2 outdoor riding arenas
Gymnasias	<ul style="list-style-type: none"> • Bow Valley High School - 1 gymnasium (up to 2 courts) • Cochrane High School - 1 gymnasium (up to 2 courts) • Elizabeth Barrett Elementary School - 1 gymnasium (1 court) • Glenbow Elementary School - 1 gymnasium (1 court) • Manachaban School - 1 gymnasium (1 court) • Mitford Middle School - 1 gymnasium (2 courts) • Spray Lakes Sawmill Family Sports Centre - 2 gymnasium
Gymnastics Center	<ul style="list-style-type: none"> • Spray Lakes Sawmills Family Sports Centre
Ice Arenas	<ul style="list-style-type: none"> • Cochrane Arena - 1 sheet of ice • Spray Lake Sawmills Family Sports Centre - Totem Arena - 1 sheet of ice
Indoor Fields	<ul style="list-style-type: none"> • Spray Lake Sawmills Family Sports Centre - 1 field
Indoor Running Track	<ul style="list-style-type: none"> • Spray Lake Sawmills Family Sports Centre
Multi-Purpose Space	<ul style="list-style-type: none"> • Cochrane RanchHouse - recreation space (2nd level)
Outdoor Diamonds (12)	<ul style="list-style-type: none"> • Bow Ridge Park - 1 baseball diamond • Bow Valley High School - 1 softball diamond • Glen Eagles Park - 1 baseball diamond • Lion's Park - 2 baseball diamonds • Matt Krol Park - 2 baseball diamonds • Mitford Middle School - 1 ball diamond - parking area for fields • Mitford Park - 2 baseball diamonds - Class A fields • Terry Fox Memorial Park - 2 baseball diamonds
Outdoor Rink	<ul style="list-style-type: none"> • 1 outdoor rink
Outdoor Soccer/Football fields (15)	<ul style="list-style-type: none"> • Bow Ridge Park - 2 soccer fields • Bow Valley High School - 1 soccer/football field • Cochrane High School - 1 soccer/football field - home of the "Cobras" • Elizabeth Barrett Elementary School - 1 soccer field - Undersized field • Glen Eagles Park - 1 soccer field • Matt Krol Park - 1 soccer field - irrigated • Mitford Middle School - 2 soccer fields - parking area for fields • Mitford Park - 3 soccer fields - accommodates field hockey - one field irrigated • Rotary Park/Rangers Park - 2 soccer fields - home of the Rangers Soccer Club • St. Timothy's Junior/Senior High School - 1 soccer/football field - under development • Terry Fox Memorial Park - 1 soccer field - Glenbow School Pitch
Outdoor Tracks	<ul style="list-style-type: none"> • 2
Rodeo Grounds	<ul style="list-style-type: none"> • Cochrane Lion's Rodeo Grounds
Senior's Facility	<ul style="list-style-type: none"> • 50 and Over Club
Skateboard Parks	<ul style="list-style-type: none"> • Zero Gravity Skate Park
Youth Facilities	<ul style="list-style-type: none"> • Boys and Girls Club • Frank Wills Memorial Hall • Cochrane RancheHouse

In addition to the above observations, satisfaction levels among Cochrane residents for the Big Hills Leisure Pool were lower than many other recreation facilities (see Table below). From anecdotal evidence provided by residents and stakeholders in discussion groups conducted for this Master Plan, it is suggested that the lower than average satisfaction ratings are a result of the capacity of the facility as opposed to the amenities within the building and the service that are provided by staff.

Satisfaction with Open Spaces and Leisure Facilities (Users)					
Facility	Sample Size	% of Respondents			
		Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
BMX Track*	(n=22)	41	59	0	0
Zero Gravity Skate Park*	(n=88)	59	39	1	1
SLSFSC Running track	(n=333)	58	40	2	0
SLSFSC Soccer/Lacrosse pitch	(n=182)	55	43	2	0
SLSFSC Gymnasium	(n=193)	52	46	2	0
SLSFSC Gymnastics area	(n=192)	51	45	3	1
Frank Wills Memorial Scout Hall	(n=275)	26	70	4	0
SLSFSC Ice arena	(n=228)	51	43	4	1
Agricultural society grounds and facilities	(n=143)	20	74	6	1
Gymnasiums at local schools *	(n=182)	28	66	6	1
Football fields*	(n=103)	37	56	5	2
Outdoor track and field facilities*	(n=102)	28	64	6	2
Cochrane Lions Rodeo Grounds*	(n=965)	24	65	9	2
Baseball diamonds	(n=160)	32	56	10	2
Boys and Girls Club	(n=88)	28	60	8	3
Cochrane Arena	(n=272)	22	65	10	3
Outdoor soccer pitches	(n=235)	26	55	13	5
Tennis courts	(n=115)	19	57	17	6
Cochrane Curling Club*	(n=75)	16	60	20	4
Outdoor ice rink	(n=214)	14	61	20	6
Swimming pool	(n=567)	22	50	22	7
50 and Over Club	(n=59)	22	46	19	14
Organized highest to lowest based on the sum of very satisfied and satisfied responses for Cochrane respondents. Source: 2005 Cochrane Community Survey (except for those gathered in the Master Plan Survey *2007 Master Plan Survey.					

The information above reflects the opinions of the general public. User group representatives also offered their perspectives on the recreation facilities that they use. These comments were summarized earlier in this report (pages 47 and 48). Nonetheless, the information above reflects some of the sentiments offered

by user groups in terms of lower than average satisfaction levels for the Cochrane Curling Club and outdoor sport fields.

6.2 Comparisons to Other Municipalities

A comparison of recreation facilities with other municipalities is presented in X. These data suggest the Cochrane is generally well represented with recreation facilities compared to other municipalities. As the community grows in population, however, there may be a need to expand facilities (as can be seen in comparisons with communities such as Grande Prairie, Medicine Hat and St. Albert).

Many of the communities examined in the comparative review have recently developed aquatic facilities; particularly in terms of leisure amenities (e.g. lazy rivers, wave pools, water slides, etc.) and number of lanes within flat water pools. Of all the facility categories that were examined in the comparative review, this particular group suggests that the Cochrane aquatic facility has fewer amenities than communities of similar population size.

As the population grows, facilities that may need to be addressed include outdoor rinks and outdoor sport fields (based on the comparative review).

As for indoor arena facilities, the comparative review suggests that there is approximately one rink per 10,000 people. As such, Cochrane appears to be currently adequate for this type of facility. As the community population grows, however, Cochrane will benefit from the additional rink that has been approved at the Spray Lake Sawmills Family Sports Centre.²⁹

²⁹ It is worth noting that in large urban centres such as Calgary and Edmonton, approximately 1 rink is available for every 20,600 residents. In communities such as Saskatoon or Regina, the provision of ice is 1 rink for every 13,650 residents (Calgary Ice Arena Report, 2006).

6.3 Preferences for Recreation Facility Development

In unprompted questions about facility development needs of the community, residents identified the expansion of aquatic opportunities, indoor ice surfaces and sport fields as being priorities for recreation facilities.

Investment in New or Expanding Existing Recreation and Sports Facilities in Next 10 Years			
Main issues	% of responses	Detailed Responses	% of responses
Expand/more aquatics	29	Bigger/expand indoor pool	28
		Outdoor pool/spray park	1
Expand/more ice	27	Indoor ice arena	22
		Curling rink	3
		Outdoor ice rinks	2
Expand/more sport fields	14	Soccer fields	7
		Baseball diamonds	2
		Tennis courts	2
		Other	3
Expand/new multi-purpose centre	7	Expand/new multi-purpose centre	7
Expand/more indoor soccer fields	3	Expand/more indoor soccer fields	3
New racquetball courts	2	New racquetball courts	2
More programs	2	More programs	2
Better maintenance of facilities	2	Better maintenance of facilities	2
Facilities for kids	1	Facilities for kids	1
New community centre	1	New community centre	1
More accessible programs	1	More accessible programs (affordable)	1
Other	6	Other	6
Total	100	Total	100

Residents were presented with specific development opportunities for recreation facilities in Cochrane. These opportunities were developed from discussions conducted with user groups. In terms of preferences within the community, residents identified a larger swimming pool as the primary opportunity that they would like to see undertaken in the community. Following this, they would prefer more indoor ice rinks, more multi-purpose space and more sport fields (either indoor or outdoor).

Preferences for Development Options	
Development Options	% of Responses
A larger swimming pool	32
More indoor ice rinks	16
More space that can be used for a variety of recreation purposes or programs	11
More indoor sports fields	9
More outdoor sports fields	7
More outdoor ice rinks	6
A larger curling rink	6
More baseball diamonds	4
More gymnasiums	2
A skateboard park	2
Other	5
Total	100

Comment:

"...the swimming pool is used all year round and it is for all ages ... the rink is only used in the winter."

"...as a taxpayer, I would pay more to get a bigger swimming pool in Cochrane."

General Public
Focus Group Participants

These findings were examined in greater detail with residents in discussion groups that were organized after the community survey was conducted. These discussions suggested that even though a swimming pool might cost the Town of Cochrane more to build and might require subsidy from the Town to operate, residents consider a larger swimming pool to be the primary need within the community.³⁰

³⁰ Focus group respondents were asked:

"Do you think your opinion would change if I was to give you the following information:

- A new swimming pool that offers residents a variety of options such as a flat water lane pool and a leisure pool that enables more fun activities might cost around \$20 to \$25 million to build. The Town might have to put in \$10 to \$15 million to build the facility with other money coming from the province or other agencies. To operate the new pool, the Town might need to put in \$300 to \$500 thousand dollars each year.
- An additional rink might cost \$10 to \$15 million to build. The Town might have to put in \$3 to \$5 million with the other money coming from partners, the province or other agencies. To operate the new rink, the Town might not have to put in money each year. Users of the additional rink would pay for its operation costs.

With this type of information, do you think that an additional rink should be a higher priority for Cochrane than a new swimming pool? Why is that?"

7.0 CULTURE FACILITIES DEVELOPMENT

Community perspectives on culture facilities in Cochrane are examined in this section of the Master Plan.

7.1 Culture Facilities in Cochrane

Much of the culture facilities in Cochrane are situated in three locations, the Cochrane RancheHouse, the Nan Boothby Library and parks with stages for outdoor events.

Inventory of Culture Facilities	
Culture Facilities	Amenities
Hall/Rooms	<ul style="list-style-type: none"> • Cochrane RancheHouse Courtyard (seats 294) • Cochrane RancheHouse Hall of Vision (100 seats) • Cochrane RancheHouse Sage Room (seats 30) • Cochrane RancheHouse Chinook Dining Room • Cochrane RancheHouse Aspen, Birch, Cedar rooms • Cochrane RancheHouse West Foyer • Cochrane RancheHouse recreation/culture space (2nd Floor) - lounge, craft room, multipurpose room, 4 banquet rooms
Library	<ul style="list-style-type: none"> • Nan Boothby Library
Outdoor Stages	<ul style="list-style-type: none"> • Allspan stage at Mitford Park • Centennial Stage at Cochrane Ranche
Plaza	<ul style="list-style-type: none"> • Centennial Plaza
Theatres	<ul style="list-style-type: none"> • Cochrane RancheHouse Theatre (209 seating capacity and 4 wheelchair)

Overall, most residents were satisfied with the culture facilities located within the town. However, as has been already discussed in this report, residents' satisfaction levels are lower on average for culture facilities compared to recreation facilities.

Satisfaction with Open Spaces and Leisure Facilities (Users)					
Facility	Sample Size	% of Respondents			
		Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
Allspan Stage at Mitford Park**	(n=128)	27	70	3	0
Centennial Stage at Cochrane Ranch Historic Site**	(n=136)	18	71	8	2
Cochrane RancheHouse for events other than theatre	(n=356)	29	60	9	2
Cochrane RancheHouse theatre	(n=253)	31	57	9	3
Nan Boothby Library	(n=627)	31	57	10	3
Organized highest to lowest based on the sum of very satisfied and satisfied responses for Cochrane respondents. Source: 2005 Cochrane Community Survey **Note: Also addressed in Parks and Pathways					

User groups that host events at the Cochrane RanchHouse identified deficiencies with the theatre and hall space for organizing performing arts events. These needs and expectations of culture user groups' issues were presented earlier in this report (pages 48 and 49).

7.2 Comparisons to Other Municipalities

A general review of culture facilities in Cochrane and other Alberta Municipalities is presented in Appendix E. This analysis suggests that Cochrane has similar facilities in the number of libraries and attendance or seating capacity of halls and stages/theatre spaces. Several other communities of similar population size have slightly larger seating capacity for theatre/stage facilities than Cochrane (e.g. 300 to 550 seats). Larger urban centres such as Grande Prairie, Medicine Hat and St. Albert have more seating capacity ranging from 500 to 700 seats.

7.3 Preferences for Culture Facility Development

When asked about improving or developing culture facilities in the community, residents identified more or better performing arts venues (see Table on next page). Indeed, almost half of suggestions concentrated on improving performing arts stages or theatres. It should be noted that these comments were offered to unprompted questions about needs and expectations within the community.

Investment in New or Expanding Existing Arts and Culture Facilities in Next 10 Years			
Main issues	% of responses	Detailed Responses	% of responses
More performing arts	48	Expand/better theatres for plays	26
		Expand/better performing arts stage (general/auditorium)	17
		More outdoor theatre stages	3
		More movie theatres	2
		More outdoor concerts	1
More programs	12	More programs for youth	1
		More art classes	1
		Other	10
More visual arts	9	Arts centre	6
		Galleries	2
		Other	1
Better use of the Cochrane RanchHouse	5	Better use of the Cochrane RanchHouse	5
New community centre	4	New community centre	3
		New multi-cultural centre	1
More accessible	3	More promotion	2
		More affordable	1
		Other	1
Expand library	2	Expand library	2
More cultural events	1	More cultural events	1
Better maintenance of existing facilities	1	Better maintenance of existing facilities	1
Other	5	Other	5
Everything is fine	7	Everything is fine	7
Total	100	Total	100

When asked directly about development options, residents identified improved performing arts venues for the community as the most important priority. The next priority was multi-purpose space for arts and crafts programming (and possibly arts studios), followed by visual arts exhibit space.

Preferences for Development Options	
Development Options	% of Responses
A new community hall that would accommodate performing arts	26
Improve the theatre at the Cochrane Ranchehouse to accommodate performing arts	25
More space that can be used for general arts and craft programming	14
A new facility to exhibit visual arts in the community	12
An arts studio with equipment and materials to do visual arts	11
More rehearsal and practice space for performing arts	6
Other	8
Total	100

Further research into a performing arts facility was undertaken with residents following the community survey. Residents were asked about developing a performing arts venue downtown. Most residents who participated in these discussions agreed that a performing arts venue would be better suited in the

downtown area rather than the Cochrane RanchHouse. These residents suggested that the downtown was more centralized within the town and accessible to residents. They also suggested that there are businesses, such as coffee shops, restaurants and lounges that would enhance the experiences associated with attending performing arts events.

Comment:

"...parking is a challenge, it is always full (at the RanchHouse), there is a lot of parking downtown."

"... it would benefit the downtown shops ... you could go to dinner and then a play if it was downtown."

General Public
Focus Group Participants

8.0 CONCLUSIONS AND RECOMMENDATIONS

The fundamental purpose of the Parks, Recreation and Culture Facilities Master Plan is to establish a long term strategy to guide the future development of parks, pathways, recreation facilities and culture facilities in the Town of Cochrane. While the Master Plan must be based on a clear assessment of the needs, preferences and priorities of the citizens of Cochrane regarding these amenities, there are other key drivers that must also be given consideration in the development of the Plan, as follows:

- *The significant population growth projected for both the town and the region over the next ten years.*
- *The limited capacity of the existing recreation and culture facilities to accommodate increased use.*
- *The interests of the citizens to have Cochrane maintain its' small town character and western heritage.*
- *The policy that the downtown should continue to be the primary social, cultural and entertainment heart of Cochrane.*
- *The expectation of most citizens to have their recreational and cultural needs and interests accommodated or met in town.*
- *The public preference for the development of multi-purpose recreation and culture facilities – facilities that offer a variety of programs and services at one location.*
- *The need for future recreation and culture facilities to be sustainable, both economically and environmentally.*
- *The expectation that the development of recreation and culture facilities will primarily occur through partnerships – the commitment of users to raise funds for capital development and support operational costs through user fees.*

- *The possible opportunity to relocate the Cochrane Lions Club rodeo facilities to the agricultural grounds and to use the existing site for other recreation or cultural facility development.*

- *The opportunity to physically link Cochrane with Glenbow Ranch Provincial Park.*

- *Residents have not fully embraced the Cochrane Ranchehouse as a primary facility for meeting their recreational and cultural needs and interests.*

- *The limited financial resources (i.e. capital funding) currently available from the Town for parks, recreation and cultural facility development.*

Based on the information collected through the community engagement process associated with the Master Plan and with the above referenced factors or key drivers in mind, the following conclusions and recommendations have been developed regarding the future requirements for parks, pathways, recreation facilities and culture facilities in the Town of Cochrane.

8.1 Parks

Residents are generally pleased with the current parks and open space system in Cochrane and place a high value on the variety of open space opportunities available to them (i.e. formal parks, tot lots, playfields and natural areas). There is a strong desire to continue to protect and incorporate significant natural areas into the open space system such as water features and wetlands, natural vegetation, escarpments and scenic views. Public access and recreational use of the lands adjacent to the Bow River is also of major importance to residents.

Adhering to the Town's policy of addressing community parks and open space requirements through municipal reserve dedication and implementing



the existing Park Provision Guidelines in the developing areas, will ensure that the parks system continues to grow and meet the needs of the increasing population. Requiring developers to prepare environmental assessments for all developments and subdivisions, as per current policy, and using the current provisions of the Municipal Government Act as it relates to environmental reserve, will also allow the Town to protect important natural features in growth areas and to incorporate these into the parks and open space system. Furthermore, with significant residential development now occurring on the south side of the Bow River (i.e. South Ridge), the Town should continue with its plans and policies of developing passive parks and recreation areas that are connected by the regional pathway, along this side of the river. In particular, there may be an opportunity to partner with the Provincial Government to establish a regional park within Cochrane on the south side of the Bow River to serve as a staging area for public access to Glenbow Park.

8.2 Pathways

Improving and expanding the regional pathway system in the town is a top priority for the residents of Cochrane. Of particular importance is the need to address key missing links and provide for the safe crossing of major barriers (i.e. highways, railway tracks and rivers). Essentially residents would like to see all areas of Cochrane linked with a continuous system of walking and cycling paths.

Given the importance that the residents have placed on the pathway system and the sensitivities that must be addressed in pathway development, a comprehensive pathway plan that reviews and assesses the existing pathway system for needed upgrades and identifies preferred options for addressing missing links and bridging major barriers, should be developed. Some of the areas of concern in this regard included the need for a grade-separated crossing over the railway tracks in west Cochrane, a grade-separated crossing over the tracks in east Cochrane and a pedestrian bridge over the Bow River in the vicinity of the Spray Lake Sawmills Recreation Park. Other priorities of the residents are to link Cochrane's pathway system with the Glenbow Ranch Provincial Park, provide pathway access to all major community facilities

(including recreational and culture facilities) and to ensure that, as new subdivisions are developed, the regional pathway system is expanded into these areas.

8.3 Recreation Facilities

The distinct priorities of the public for recreation facility development in Cochrane are a larger aquatic facility, more indoor ice and additional sports fields. With Council's recent decision to approve the expansion proposal of the Spray Lake Sawmills Recreation Park Society (i.e. an additional hockey rink and leisure ice) and to commit \$3.6 million to the project, the need for more indoor ice in Cochrane has effectively been addressed. The partnership with the Society in this regard reflects the Town's desire to collaborate with community organizations in the development of recreation facilities and responds to the need of the Town to significantly leverage the limited capital funds it has available, at this time, for these type of facilities.

With a strategy in place to address the need for more ice, the Town must shift its focus to the substantial public interest in a larger and enhanced swimming facility. Although the Big Hill Leisure Pool is in good condition (i.e. an overall facility audit rating of 6.3) and it is well maintained, the facility is functioning near capacity and is undersized for a community that will be approaching 30,000 people in the next ten years.

The options for providing an enhanced swimming opportunity in Cochrane range from expanding the existing pool, to the development of a new aquatics complex. To determine which option represents the best overall strategy for the Town, a comprehensive feasibility study should be undertaken. This study would assess the type of the facility and amenities the public would like to see in Cochrane, the constraints and opportunities associated with expansion of the existing pool, possible locations for a new complex, including the site of the existing rodeo facilities should they be relocated, the cost-benefit analysis of the two options and identify possible



partnership opportunities for both the development and operation of the proposed facility.

Although the current standard for the provision of sports fields in Cochrane is consistent with, if not better than, the level of service in other comparable communities, both the public and several sport user groups expressed an interest in the development of more fields to accommodate growth. While the Town will continue to accrue playfields in community parks and school sites provided as municipal reserve through the sub-division process, the sports community is specifically interested in a major field complex or athletic park (i.e. Shouldice Athletic Park in Calgary). These facilities often focus on “competitive play” and tournaments and often have amenities that are not conducive with sites located in residential neighbourhoods such as change rooms, food concessions and lights. As such, the potential location for an athletic field complex must be carefully selected by the municipality so as to minimize the impact on adjacent land uses.

While the interest and expectation of upgrading and expanding some of the other recreation facilities in Cochrane was referenced by specific user groups (i.e. boat launches, the horseshoe pits, the skateboard park, BMX facility, the seniors centre and the curling club), none of these facilities were identified as a priority for investment by the public, at this time. This is not to suggest that these facilities are not important to the community but rather that the citizens of Cochrane perceive the need to provide a larger swimming pool, more indoor ice and sports fields as the current priorities. The Town should, however, continue to support community initiative associated with the enhancement of these other facilities including assisting the relevant user groups and organizations with the identification of possible capital funding sources such as Provincial Government grant programs (i.e. CFP and MCFP), service clubs and foundations.

8.4 Culture Facilities

The residents of Cochrane are not very satisfied with the current culture facilities in town. Both the public and the cultural user groups identified significant



deficiencies with the theatre and hall space at the Cochrane Ranchehouse, the town's primary performance venue. When asked about priorities for cultural facility development, almost half of the residents identified a need for a better performing arts venue.

One of the options for addressing the need for better performance space would be to undertake a major upgrade and expansion of the theatre at the Ranchehouse, as envisioned in the original plans for the civic centre. However, as stated earlier, the Ranchehouse has not been embraced by the residents as the primary focal point for recreation or cultural activities within the community. In fact, when specifically asked, residents indicated a clear preference for developing a new performing arts centre in the downtown area rather than upgrading the Ranchehouse. It is believed that the services available in the downtown are clearly seen as complimentary, and possibly integral, to the "theatre experience" (i.e. the restaurants, entertainment venues and retail outlets). It was also acknowledged that, consistent with current policy, the downtown is seen as the social, cultural and entertainment heart of the community and is more accessible to the residents of the town than the Ranchehouse.

Development of a new performing art centre in downtown Cochrane will clearly be a more expensive option than upgrading the theatre at the Ranchehouse and as such, these two options need to be carefully reviewed and assessed from a cost-benefit and feasibility perspective. Once a decision has been made on the overall best strategy for addressing the need for an improved performance venue, opportunities for incorporating visual arts exhibit space and/or multi-purpose space for arts and crafts programming should also be considered as part of this development (i.e. the next two cultural facility priorities identified in the engagement process). It should also be noted that the Cochrane Community Arts and Culture Committee is mandated to advise Council on "recommendations for policy, programs and facilities" and as such, may wish to take a lead role in the proposed performing arts facility feasibility study.

8.5 Recommendations

8.5.1 Regional Pathway

- That the **regional pathway in Cochrane be upgraded and expanded** based on a comprehensive plan that identifies needed upgrades to the existing pathway system and the preferred options for addressing critical missing links, crossing major barriers and linking to Glenbow Ranch Provincial Park.

8.5.2 Aquatic Facility

- That a **larger aquatic facility** be developed in Cochrane

8.5.3 Athletic Park Complex

- That an **athletic park complex** be developed in Cochrane.

8.5.4 Performing Arts Venue

- That an **enhanced and expanded performing arts venue** be developed in Cochrane.

8.5.5 Feasibility Studies

- That detailed **feasibility studies** be undertaken on each of the recreation and cultural facility priorities identified for an aquatic facility, athletic complex and performing arts venue to ensure that the best options for proceeding with these initiatives are clearly identified.

Comment:

"I think that the priorities of Cochrane residents are very well captured. I do feel that it is representative of my priorities and the people I have talked to."

"Accurate, and the recommendations are bang on."

"I think the conclusions and recommendations are consistent with the major priorities for Cochrane."

Feedback from Open House and Web Based Survey Review

9.0 IMPLEMENTATION STRATEGY

The overall strategic development priorities for the Town of Cochrane have been established in the previous section of this report; improve and expand the regional pathway system, develop a larger aquatic facility, build a new athletic park and develop a better performing art space. What is not clear, however, are the particular options that represent the best solutions for each of these strategic initiatives. Consequently, further planning and detailed analysis are recommended as the next step in the development process.

9.1 Regional Pathway Plan

Improving and expanding the regional pathway in town is a top priority for the residents of Cochrane. Of particular importance is the need to address key missing links in the existing pathway system and provide for the safe crossing of major barriers (i.e. highways, railway tracks and waterways). Essentially, residents would like to be able to access all the significant community facilities and features of the town through a continuous system of safe walking and cycling paths.

To guide the long term development of the pathway system in Cochrane, it is essential that a comprehensive plan be undertaken. This plan should review and assess the existing pathway system for needed upgrades and critical missing links and identify priorities for future pathway development, particularly in new residential subdivisions. It should also make specific recommendations for bridging major barriers including the need for a grade-separated crossing over the railway tracks in west Cochrane, a grade-separated crossing over the tracks in east Cochrane and a pedestrian bridge over the Bow River in the vicinity of the Spray Lake Sawmills Recreation Park.



Linking Cochrane's pathway system to the Glenbow Ranch Provincial Park should also be addressed in the pathway plan to ensure that all the options for this important linkage are clearly identified and evaluated. Opportunities to partner with the Provincial Government to establish a "regional park" within Cochrane to serve as a staging area for the proposed Glenbow Ranch Provincial Park pathway system should be considered as part of this planning process as

well, given the significant public interest in pedestrian movement between Calgary and Cochrane.

On its completion, the regional pathway plan will provide a detailed inventory of the existing pathway system in Cochrane, will investigate development and expansion options for these pathways and recommend preferred alternatives for the future routing of the system and the crossing of major barriers. Sufficient detailed design work will be completed as part of the plan to allow for the establishment of cost estimates for implementation. As well, given the potential impacts associated with pathway development and use, particularly in residential areas, the plan will be based on a public engagement and consultation.

9.2 Aquatic Facility Feasibility Study

The Parks, Recreation and Culture Master Plan determined that the development of a larger aquatic facility is one of the key priorities for the Town of Cochrane. The two options, in this regard, are to expand the existing Big Hill Leisure Pool or develop a new aquatic facility. A feasibility study is required to determine which option represents the best overall direction for the Town.

The feasibility study would start by clearly defining the program and space requirements for a “larger aquatic facility”. This would be established through the further engagement of the key stakeholders (i.e. staff, aquatic groups and organizations) and the public. Ultimately, the type of pool (i.e. flat water, competition, leisure or some combination) and the desirable amenities (i.e. zero depth entry, diving facilities, lazy river, waves, play structures, hot tub, whirl pool etc.) would be defined. Other desirable complimentary facilities would also be determined. These might include a fitness centre, studio rooms, multi-purpose rooms and food services.



Concept plans, based on the program and space requirements, would be developed for both the possible expansion of the existing pool and a new facility. Order of magnitude capital cost estimates for the two options would be prepared, along with operating cost projections and projected revenue potential.

Site requirements associated with the two options would be determined – land requirements, access, parking, utilities, etc. Possible locations for the development of a new aquatic facility would be identified and the acquisition costs for each site established. Criteria for evaluating the possible sites for new facility development would be defined and the sites evaluated accordingly.

Partnership opportunities associated with the two options (both development and operations) would be explored to determine if one of the options presents a better opportunity in this regard. Potential funding sources for each option would also be assessed.

Based on a review and analysis of the above information, a recommendation regarding the most feasible option for the Town to pursue in providing a “larger aquatic facility” would be made.

9.3 *Athletic Park Feasibility Study*

The development of a major playfield or athletic park complex to accommodate growth has been recommended in the Master Plan. With its Class “A” fields, this park would focus on competitive play and tournaments and would include amenities such as change rooms, food concessions, spectator seating, parking and lights.

The location of this type of park is an important consideration for the Town, as are the types of fields proposed for development (i.e. soccer, football, rugby, field hockey, baseball, cricket, etc.). Consequently, a feasibility study is required to ensure that the best overall development strategy is ultimately pursued.



The feasibility study would clearly define the mix of fields and amenities considered most appropriate for the proposed athletic park, as determined by both the key stakeholders and the public. The site requirements and locational criteria for the proposed scale and scope of development would be established and a number of possible sites for the potential park identified and evaluated.

Based on the Town's expectations that the development of recreation facilities should occur through partnerships, opportunities in this regard would be explored (i.e. the Spray Lake Sawmills Recreation Park Society has identified play field development as a possible future phase of development).

Order of magnitude capital cost estimates would be established for the preferred park concept and location, including possible costs for land acquisition and an operating performance developed. Potential funding sources for the proposed development and operation of the park would also be reviewed and assessed.

Based on a review and analysis of the above information, a specific recommendation on the development of a "new athletic park complex" in the town would be made.

9.4 *Performing Arts Venue Feasibility Study*

There are two clear options for responding to the expectation that a better performing arts facility be developed in Cochrane. One, upgrade and expand the theatre at the RancheHouse and two, develop a new performing arts centre in the downtown. A feasibility study needs to be undertaken to determine which option will be the best long term solution for the town.

The feasibility assessment would start by engaging the key stakeholders and the public in defining the preferred program and space requirements for the facility. The "performing arts" generally encompass theatre, dance, and music, however, the infrastructure, technical and acoustical requirements of each activity are very different, hence the need to clearly define how the performing arts facility is to be used. The desirable seating capacity for the performing arts facility will also have to be established as part of this process.

Concept plans, based on the preferred program and space requirements would be developed for both the possible expansion and upgrade of the RancheHouse theatre space and a new performing arts centre. Order of magnitude capital costs estimates for the two options would be developed along with an assessment of operating costs and projected revenue.

Location will be an important consideration in the feasibility study. While the upgrade and expansion of the theatre space at the RancheHouse will undoubtedly be a less expensive option, the RancheHouse has not been embraced by Cochrane residents as the primary focal point for recreation or

cultural activities in the community. Although a downtown location could contribute to “revitalization” objectives, support commercial development and become a focal point for other cultural initiatives, a new facility will be more expensive and may have the added costs associated with land acquisition. As such, site identification and selection for a possible new facility will be a major thrust of the study. Other requirements such as access and parking will also be critical considerations.

Similar to recreation facilities, the Town has established that partnerships are essential for the development and operation of culture facilities. Consequently, possible partnership opportunities associated with each option will be explored. Potential funding sources for each option will also be assessed.

Based on a review and analysis of the above information, a recommendation on the most feasible option for the Town to pursue in the development of a “better performing arts venue” would be made.

9.5 Priorities and Cost Estimates for Further Planning Work

The order of priority for the further planning work and feasibility studies being recommended is as follows:

1. Regional Pathway Plan
2. Aquatic Facility Feasibility Study
3. Athletic Park Feasibility Study
4. Performing Arts Venue Feasibility Study

The Regional Pathway Plan is identified as the first initiative to be undertaken because of the need to address some emerging safety issues associated of the existing pathway system, the need to plan for the expansion of the system in newly developing residential areas and the immediate need to identify the preferred linkages to Glenbow Ranch Provincial Park. The aquatic facility feasibility study has been identified as the next priority, not only because the existing pool is functioning near capacity, but because the interest in providing a larger swimming pool in Cochrane emerged in the master planning process as a top priority for the community. The studies to assess the opportunities for developing an athletic park complex and a better performing arts facility are identified as future priorities, at this time, simply because the needs in these

areas can continue to be met in the short term, all be it marginally, by existing facilities.

While the costs associated with completing each proposed study will be depend on a number of factors, including the amount of work the can be undertaken “in house” with existing staff and resources, order of magnitude cost estimates for retaining external consultants to complete the work are provided as follows:

- Regional Pathway Plan - \$75,000
- Aquatic Facility Feasibility Study - \$100,000
- Athletic Park Feasibility Study - \$50,000
- Performing Arts Venue Feasibility Study - \$100,000

It should be noted that one issue that is common to all of the proposed studies is the need to identify possible alternative locations or sites for new facility development (i.e. a regional park within the town to function as a staging area for the pathway system associated with Glenbow Ranch Provincial Park, a new aquatic centre, a new athletic park complex or a new performing arts centre). In this regard, it may be appropriate to consider undertaking a comprehensive site identification and analysis process for all of the proposed initiatives rather than have each study deal with site options independently.

APPENDICES

A - Bibliography

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- Town of Cochrane. Youth Survey Report. 2000.

B - Stakeholder Consultations

50 and Over Club/Senior Carpet Bowling, Koslyn Lecuyer
Beaupre Community Association, Mary Brooks
Big Hill Leisure Pool, Susanne Gaida
Big Hill West Light Horse 4H, Dianne Sudlow-Long
Big Hills Seniors Activities Society, Paul Bell
Bow Meadows Community Association, Carmen Buote
Boys and Girls Club, Shelley Hill
Brushy Ridge Community Association, Tracy Buckley
Calgary Separate School Division, Michael Barbero
Calgary Separate School Division, Steven Stewart
Cochrane Minor Ball Association, Ron VanKeuklen
Cochrane Rangers Soccer, Karine Neill
Cochrane Volleyball Club/Ladies Volleyball - Peggy Pankurst
Cochrane Adult Tennis Club, Mireille Hamel
Cochrane and District Agricultural Society, Duncan Stuart
Cochrane BMX Association, Brian Ottesson
Cochrane Coelancanths Master Swim Club, Larry
Cochrane Comets Swim Club, Matt Wilkins
Cochrane Community Arts and Culture Committee, Jennifer Strickland
Cochrane Curling Club, Rick
Cochrane Curling Club, Two board of directors
Cochrane Generals, Dana Boothby and Melanie Boothby
Cochrane Horseshoe Club, Linda Thomas
Cochrane Kayak Club, Chris Neilson
Cochrane Ladies Hockey, Dawn
Cochrane Lions Club, Kevin Firkus
Cochrane Lions Club, Reg Parker
Cochrane Lions Club, Robert Smid
Cochrane Minor Basketball, Harv Savard
Cochrane Minor Hockey Association, Gerry Garvin
Cochrane Minor Soccer Association, Andrew Craig
Cochrane Music Society, Jane Kaczmer
Cochrane Piranhas Swim Club, Jennifer Rooney
Cochrane RancheHouse, RoseAnne MacGregor
Cochrane Red Rock Running Tri-Club, Ann Locke Pope
Cochrane Seniors Centre, Rosland Lique
Cochrane Skating Club, Linda MacKay
Cochrane Tri Club, Angie Anderson
Cochrane Valley Folk Club, Brian Fitzgerald
Coyotes Rugby Athletic Association, John Davies
Diamond Blade Skating Club, Sandy Kaine
Foothills Art Club, Karen Orser
Frank Wills Memorial Hall, Wendy Donald
Gleneagles Community Association, Sean Udell
Nan Boothby Library, Adiran Dalwood
Noon-Hour Shinney/Parent and Tot Programs/Seniors, Robin Whenham
Riverview Community Association, Heather Nusel
Rocky View School Division No. 41, John Wheatley
Rockyview Lacrosse Association, Perry Wilkes
Rotary Club of Cochrane, Chairman of Bow Rivers Edge Campground
Siedo-Kan Karate, Daryl Hurd, Steve Coates
Spray Lake Sawmills Recreation Park Society, Board of Directors
Spray Lakes Sawmill Family Sport Centre, Ken Williams
Town of Cochrane, Andy DeGraw
Vision Theater, Robin Schickedanz
West Valley/West Terrace Community Association, Valerie McCracken

C - Research Instruments

**User Group - Discussion Guide
Sport and Culture Groups**

A. Introduction

10 Minutes

- Welcome everyone
- Introduction of Moderator – Jon Hartenberger/Carrie Ferguson
 - Role - ask questions and facilitate the discussion, ensure everyone has opportunity to participate
- Statement of proceedings

The Town of Cochrane is preparing a Parks, Recreation and Culture Facilities Master Plan that will guide planning and development within the community over the next decade.

As part of the planning process, the Town wants to hear from organizations that use parks, recreation and culture facilities within the community. Your input today will greatly affect the plans that will be developed for the Town.

We are going to discuss a variety of issues today. I will be asking you about your perceptions of parks and recreation and culture facilities and what you think should be done to ensure an appropriate level of service is provided to your organizations and citizens.

Before we begin, I would like to outline how tonight will proceed:

- Overview format of group session – approximately 1 hour and 45 minutes
- Statement of rules
 - Everyone has opportunity to provide opinions – if you put up your hand or nod, I will give you an opportunity to speak
 - We will respect all opinions expressed. We may not agree with what someone is saying, but we can respect their opinions.
- Ask if there are questions.

Warm-up

- To begin, we want you to introduce yourselves, your first name only.
- Tell us which organization you represent and the open spaces and facilities that your organization uses in the Town.
- Please be brief in your introductions as we have a lot to discuss tonight. Alright, why don't we start on this side.

B. General Perceptions of Facilities/Open Spaces

25 Minutes

- I would like to get a sense of your opinions of the facilities/open spaces that your organizations use in Cochrane? And, there are several aspects of facilities/open spaces that I would like your opinions on.
 - First, I would like to get your opinion about the **overall condition** of existing facilities/open spaces in Cochrane. Are the conditions of the facilities/open spaces good or bad, what is good or bad about the conditions, what is your opinion?
 - Why do you think that?
 - Next, I would like to get your opinion about the **safety for users and spectators**. In your opinion, are the facilities/open spaces safe for users and spectators?
 - Why or why not?
 - How about your organizations' abilities to address different **programming levels**? For example, some of your organizations may provide programming that appeals to those who are interested in (recreation and sport: recreation or leisure pursuits, while others may provide programming that appeals to those who interested in highly competitive, advanced or elite level of sport or activities.) (arts and culture: novice or beginner, while others may provide programming to those artists or craftspeople who are advanced and skilled and may make their living through their arts and culture activities). Are the facilities/open spaces in Cochrane able to address the various programming levels that your organizations offer?
 - Why or why not?
 - How about the **amount of facility/open space time that is available**? Is the time available sufficient to meet your scheduling needs?
 - Why or why not?
 - **(IF SPORTS GROUP)** How many practice sessions to games do your organizations currently have? What would be ideal in terms of practice sessions to games? Why do you need that much?
 - Through this planning process, we will be contacting other communities to ask them questions about level of service. There is a variety of ways to look at level of service, we have talked about some of these already. One way, is to consider population by the number of available facilities. In other projects that we have conducted similar to this one, we have found that some communities have more facilities per population than what is available in similar sized communities. And, in these cases, the user groups have identified a lack of available time even though there is an over supply of facilities compared to what is in other communities. Is there something unique or different about Cochrane that we should take into account, just in case we find that Cochrane has an over supply of facilities (NOTE: THIS WORK HAS NOT BEEN DONE YET AND WE ARE NOT SPECULATING AT THIS POINT, BUT WE WANT TO AT LEAST PROVIDE THE OPPORTUNITY FOR USER GROUPS TO OFFER SOME IDEAS ABOUT WHAT MIGHT BE UNIQUE TO THIS COMMUNITY).

- And, how about the **fees that your organizations pay to use facilities** in Cochrane? Are they too high or too low? Could your organizations pay more for the facilities that you use? IF YES, How much more?
- Is there anything else that you would like to add in terms of your perceptions of facilities and open spaces in Cochrane?

C. Trends/Issues

10 Minutes

- I would like to get a sense of the issues that have been affecting your organizations. Essentially, we want to know about issues or trends that may be affecting your organizations. Let's take the past three years, what issues have been affecting your organizations?
- Do you foresee these issues being addressed soon or will they persist?
- What issues or trends do you foresee affecting your organizations over the next 10 years?

D. Community Values

15 Minutes

- Why is it important to have recreation facilities/culture facilities/open spaces developed and available in Cochrane?
 - What is that?
- At the conclusion of this Master Plan process, there are going to be a set of priorities established for facility and open space development. We would like to get a sense from you about what criteria might be used to evaluate priorities for facility development in Cochrane. What types of criteria do you think should be used to determine priorities for facility and open space development in Cochrane?
 - What is that?

E. Location to Large Urban Centre

5 Minutes

- How, if at all, are your organizations affected by having Calgary close by?
 - Do you use facilities in Calgary, or for that matter anywhere outside of Cochrane? IF YES, why is that? IF NO, why not?
 - Does the proximity of Calgary affect who you are able to attract in terms of members/participants?

F. Needs/Priorities

20 minutes

- In your opinion, what are the priorities for facility/open space development or enhancement in Cochrane over the next 10 years as it relates to your organizational needs? What do you think your organization needs?
 - Why is that?
- How will these developments/improvements benefit the Cochrane community as a whole?

- How will these developments/improvements benefit your organizations?
- (If more than one priority identified in the group) How would you rank these priorities in terms of most important and least important?
 - Why do you rank them this way?

G. *Development*

20 minutes

- How do we make these priorities (developments/improvements) happen?
- What can your organizations contribute to make these priorities occur?
 - How are your organizations going to be involved in making these priorities happen?
 - Planning and construction
 - Fund raising
 - Operating
 - Why is that?
- What are your expectations of the Town when it comes to facility/open space development?
 - Should the Town only provide land?
 - Should the Town provide capital for facility/open space development?
 - Should the Town provide operating funds?
 - If the Town is not involved in some of these aspects, how do we make the priorities happen?
- There are different levels of programming, which we have discussed already (recreation and sport: recreation or leisure pursuits to highly competitive, advanced or elite level of sport or activities.) (arts and culture: novice or beginner to artists or craftspeople who are advanced and skilled and may make their living through their arts and culture activities). In terms of the Towns involvement in facility/open space development, what should be the Towns involvement?
 - Why is that?

H *Closing*

Thank you for attending tonight.

Recreation and Sport Group - Stakeholder Information Form

The discussion group you have been asked to attend will help with the development of an open space, recreation and culture facilities master plan. Because discussion time is limited and all topics may not be covered, we ask that you take a few minutes to complete this form. All questions may not be applicable to your organization, so please answer those that are relevant to you. Also, please remember to bring this completed form with you to the discussion group. Thank you.

General Information about You and Your Organization

Your name: _____

Your role within your organization: _____

Name of your organization: _____

Please describe your organization, as in its purpose, activities, etc.: _____

Member/Participant and Program Level Information

How many members/participants does your organization serve?: # _____

Approximately what percentage of your membership/number of participants come from the Town of Cochrane?: _____

% residing in Cochrane _____

% residing somewhere other than Cochrane _____

Please check all of the following age groups that your organization serves:	Please check all of the following program levels that apply to your members/participants:
Children (0 to 12 years) <input type="checkbox"/>	Competitive Sport (programs and activities for advanced or professional participants) <input type="checkbox"/>
Youth (13 to 19 years) <input type="checkbox"/>	Community Recreation (community based programming) <input type="checkbox"/>
Adults (20 to 64 years) <input type="checkbox"/>	Private Recreation (programming for a specific organization) <input type="checkbox"/>
Seniors (65+ years) <input type="checkbox"/>	General Recreation (unstructured activities) <input type="checkbox"/>
	Other (specify): _____

Do the activities your organization supports operate:

Year round ☐

On a seasonal basis ☐

How many practices do members/participants of your organization have for each game?

of practices _____

of games _____

Ideally, how many practices would members/participants of your organization have for each game?

of practices _____

of games _____

Do you generally have spectators at activities that your membership/participants are involved in?

Yes ☐

No ☐

Over the past five years, has the level of membership/participation

Increased ☐

Decreased ☐

Or remained the same ☐

If the level of membership/participation for your organization has increased/decreased, why do you think that is:

Facilities

Please indicate the facilities you use most often and rate the following aspects of each:

Facility 1 _____

	Excellent	Good	Poor	Very Poor	Not Applicable
Overall quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General condition of facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General condition of equipment/amenities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Booking availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety of users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Facility 2 _____

	Excellent	Good	Poor	Very Poor	Not Applicable
Overall quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General condition of facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General condition of equipment/amenities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Booking availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety of users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Town of Cochrane
Parks, Recreation and Culture Master Plan**

Facility 3 _____

	Excellent	Good	Poor	Very Poor	Not Applicable
Overall quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General condition of facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General condition of equipment/amenities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Booking availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety of users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Arts and Culture Groups - Stakeholder Information Form

The discussion group you have been asked to attend will help with the development of an open space, recreation and culture facilities master plan. Because discussion time is limited and all topics may not be covered, we ask that you take a few minutes to complete this form. All questions may not be applicable to your organization, so please answer those that are relevant to you. Also, please remember to bring this completed form with you to the discussion group. Thank you.

General Information about You and Your Organization

Your name: _____

Your role within your organization: _____

Name of your organization: _____

Please describe your organization, as in its purpose, activities, etc.: _____

Member/Participant and Program Level Information

How many members/participants does your organization serve?: # _____

<p>Please check all of the following age groups that your organization serves:</p> <p>Children (0 to 12 years) <input type="checkbox"/></p> <p>Youth (13 to 19 years) <input type="checkbox"/></p> <p>Adults (20 to 64 years) <input type="checkbox"/></p> <p>Seniors (65+ years) <input type="checkbox"/></p>	<p>Please check all of the following program levels that apply to your members/participants:</p> <p>Expert or master level activities (participants have a high degree of proficiency in their activity) <input type="checkbox"/></p> <p>Intermediate level (participants have developed skills but still participate primarily for leisure purposes) <input type="checkbox"/></p> <p>General interest/novice level (participants are just learning an activity or doing it simply to have fun) <input type="checkbox"/></p> <p>Other (specify): _____</p>
--	--

Do members/participants of your organization generally perform activities for or exhibit their work to spectators?

Yes ☐

No ☐

Over the past five years, has the level of membership/participation

Increased ☐

Decreased ☐

Or remained the same ☐

If the level of membership/participation for your organization has increased/decreased, why do you think that is:

Facilities

Please indicate the facilities you use most often and rate the following aspects of each:

Facility 1 _____

	Excellent	Good	Poor	Very Poor	Not Applicable
Overall quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General condition of facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General condition of equipment/amenities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Booking availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety of users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Facility 2 _____

	Excellent	Good	Poor	Very Poor	Not Applicable
Overall quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General condition of facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General condition of equipment/amenities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Booking availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety of users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Facility 3 _____

	Excellent	Good	Poor	Very Poor	Not Applicable
Overall quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General condition of facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General condition of equipment/amenities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Booking availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety of users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Community Association Discussion Guide

A. Introduction

10 Minutes

- Welcome everyone
- Introduction of Moderator – Jon Hartenberger/Carrie Ferguson
 - Role - ask questions and facilitate the discussion, ensure everyone has opportunity to participate
- Statement of proceedings

The Town of Cochrane is preparing a Parks, Recreation and Culture Facilities Master Plan that will guide planning and development within the community over the next decade.

As part of the planning process, the Town wants to hear from organizations that use parks, recreation and culture facilities within the community. Your input today will greatly affect the plans that will be developed for the Town.

We are going to discuss a variety of issues today. I will be asking you about your perceptions of parks and recreation and culture facilities and what you think should be done to ensure an appropriate level of service is provided to your organizations and citizens.

Before we begin, I would like to outline how tonight will proceed:

- Overview format of group session – approximately 1 hour and 45 minutes
- Statement of rules
 - Everyone has opportunity to provide opinions – if you put up your hand or nod, I will give you an opportunity to speak
 - We will respect all opinions expressed. We may not agree with what someone is saying, but we can respect their opinions.
- Ask if there are questions.

Warm-up

- To begin, we want you to introduce yourselves, your first name only.
- Tell us which community you represent.
- Please be brief in your introductions as we have a lot to discuss tonight. Alright, why don't we start on this side.

B. General Perceptions of Facilities/Open Spaces

20 Minutes

- I would like to get a sense of your opinions of the recreation and culture facilities and open spaces in Cochrane and in your respective communities? And, there are several aspects of facilities/open spaces that I would like your opinions on.
 - First, I would like to get your opinion about recreation facilities that exist in Cochrane and in your communities. What are your opinions of these facilities that are available?
 - Why do you think that?
 - Next, I would like to get your opinion about the culture facilities that are available in Cochrane and in your communities. What are your opinions of these facilities?
 - Why do you feel that way?
 - What about parks and open spaces, what are your opinions about these in Cochrane and in your communities?
 - What about tot lots?
 - What about neighborhood parks?
 - What about larger parks?
 - What about sports fields?
 - And, what about pathways and the pathway system, what are your opinions about these in Cochrane and in your communities?
 - Is there anything else that you would like to add in terms of your perceptions of facilities and open spaces in Cochrane or in your communities?

C. Trends/Issues

10 Minutes

- I would like to get a sense of what you think the key issues might be for open spaces, recreation and culture facilities. What do you think the key issues are for Cochrane?
 - Have you heard anything from residents within your community that might help us understand key issues for open spaces and culture facilities in Cochrane communities?

D. Community Values

10 Minutes

- Why is it important to have recreation and culture facilities and open spaces developed and available in Cochrane and in your communities?
 - What is that?
- At the conclusion of this Master Plan process, there are going to be a set of priorities established for facility and open space development. We would like to get a sense from you about what criteria might be used to evaluate priorities for facility and open space development in Cochrane. What types of criteria do you think should be used to determine priorities for facility and open space development in Cochrane?

E. *Expectations for Communities*

10 Minutes

- When it comes to recreation and culture facilities or open spaces and parks, what do you expect to have available within your respective communities?
 - Is there anything that might represent a minimum for the types of recreation and culture facilities and open spaces and parks in your communities?
 - Do you have any expectations for recreation or culture facilities that should be in your individual communities? What do you expect as a minimum for facilities?
 - What about parks and open spaces, do you have any expectations of what should be in your individual communities? What do you expect as a minimum for facilities?
 - And, how about pathways, what are your expectations?

F. *Needs/Priorities*

15 minutes

- In your opinion, what are the priorities for facility/open space development or enhancement in Cochrane over the next 10 years as it relates to your organizational needs? What do you think your organization needs?
 - Why is that?
- How will these developments/improvements benefit the Cochrane community as a whole?
- How will these developments/improvements benefit your communities?
- (If more than one priority identified in the group) How would you rank these priorities in terms of most important and least important?
 - Why do you rank them this way?

G. *Development*

15 minutes

- In your opinion, how might these priorities (developments/improvements) happen?
- What are your expectations of the Town when it comes to facility/open space development?
 - Should the Town only provide land?
 - Should the Town provide capital for facility/open space development?
 - Should the Town provide operating funds?
 - If the Town is not involved in some of these aspects, how do we make the priorities happen?

H. *Surplus School Sites*

5 minutes

- From time to time, land area that has been set aside for schools becomes available as the schools no longer need the sites? These are usually large parcels of land that are usually vacant? When this occurs, what do you think should be done with these sites? Do you have any ideas for what might be done to sites such as these?

I *Closing*

Facility Operators Discussion Guide

Name of

Organization: _____

Contact Information:

Respondent Name: _____

Respondent Association with Organization: _____

Telephone Number: _____

Background of the facility:

General description of
facility _____:

Use of Facility:

Describe for me the groups or individuals that your facility serves:

Would you say that use of your facility is:

Over capacity ☐

At capacity ☐

Under capacity ☐

Why would you say that it is over/at/under capacity:

Over the past five years, has use of your facility:

Increased ☐

Decreased ☐

Or remained the same ☐

(IF INCREASED OR DECREASED) Why do you think use has increased or decreased:

In the next ten years, do you think that use of your facility will:

Increase ☐

Decrease ☐

Or remained the same ☐

Why is that (why do you think it will increase or decrease)?

What will this increase/decrease mean in terms of your facilities?

PARTNERS/FACILITY OPERATORS

Issues and Trends

Over the past 5 years, what issues or trends, if any, have affected the facility you operate?

What issues or trends do you think your organization will have to be addressed over the next decade in terms of the facility you operate?

Facility Quality/Condition

How would you rate the quality of the facility:

Excellent ☐ Good ☐ Poor ☐ Very Poor ☐

Why would you give that rating?

How would you rate the condition of the facility:

Excellent ☐ Good ☐ Poor ☐ Very Poor ☐

Why would you give that rating?

In your opinion, is there a need for enhancements/developments to your facility over the next 10 years:

Yes ☐ No ☐

Why is that?

In your opinion, what is the suitability for expansion/development of the existing facility? (Is it possible to expand/develop the existing facility):

Are there any specific plans that have been put forward to expand or develop your facility over the next decade?

<u>Project:</u>	<u>When Proposed:</u>	<u>Capital Cost:</u>	<u>Comments:</u>
_____	_____	\$ _____	_____
_____	_____	\$ _____	_____
_____	_____	\$ _____	_____
_____	_____	\$ _____	_____

PARTNERS/FACILITY OPERATORS

Why do you think there is a need for these expansions/developments?

Funding Opportunities

What suggestions, if any, do you have for how the development of recreation and culture facilities in Lethbridge might be funded? (consider opportunities beyond tax levy)?

What suggestions, if any, do you have for how the maintenance recreation and culture facilities in Lethbridge might be funded (consider opportunities beyond tax levy)?

Community Resident Survey

TO THE READER:

- Instructions to interviewers are presented as (WORDS THAT ARE CAPITALS AND PRESENTED IN RED) and are not read to respondents
- For CATI software programming, instructions are presented as (words that are underlined and presented in green) and are not provided to the interviewers or respondents
- Comments to survey sponsors based on HarGroup consultants' review of questions are presented in blue.

Introduction/Screening

Hello, my name is _____. I am calling on behalf of the Town of Cochrane from HarGroup Research. We are conducting an important survey about parks, pathways, and recreation and culture facilities. The Town wants to understand residents' needs and expectations for the community.

I am not trying to sell anything.

Could I please speak to the female or male head of the household?

→ (WHEN SPEAKING TO THE FEMALE OR MALE HEAD OF THE HOUSEHOLD...
REINTRODUCE THE SURVEY IF NECESSARY)

Do you have approximately 10 to 15 minutes to help us with this important survey?

(IF NO, ASK FOR A CONVENIENT TIME TO CALL BACK
IF STILL NO, THANK AND DISCONTINUE)

(IF YES, ASK:)

Before we begin, I would like to confirm that you reside within the Town of Cochrane.

(IF NO, THANK AND DISCONTINUE
IF YES, PROCEED TO QUESTIONNAIRE)

Inquiries:

IF RESPONDENT INQUIRES ABOUT THE SURVEY, SUGGEST TO THEM THAT THEY CALL MR. JON HARTENBERGER OF HARGROUP 261-7999. INFORM THEM TO CALL BETWEEN 9:00 AM AND 5:00 PM, MONDAY THROUGH FRIDAY.

Before we begin, I want to clarify a few terms that will be used throughout this interview. First, when I say "members of your household" I am referring to you and other members of your household. Second, in some cases, the questions I will ask you will address all types of open spaces and facilities, while in other cases the questions will focus on parks and pathways, recreation and sports facilities, or arts and culture facilities.

General Perceptions

1. Overall, how satisfied or dissatisfied are you with _____ in Cochrane, would you say very satisfied, somewhat satisfied, somewhat dissatisfied or very dissatisfied? **(READ) (ROTATE)**

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	(Do not Read) (DON'T KNOW)
i. Facilities that are used for arts and culture activities and events	1	2	3	4	5
ii. Facilities that are used for recreation and sports activities and events	1	2	3	4	5
iii. Parks and pathways	1	2	3	4	5

2. Parks and pathways and arts, culture, recreation and sports facilities contribute to Cochrane in a variety of ways. I am going to read you some statements. Please tell me if you strongly agree, somewhat agree, somewhat disagree or strongly disagree with these statements:
(READ) (ROTATE)

<u>Statements:</u>	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	(DON'T KNOW)
i. It is important that Cochrane has parks and pathways and recreation and culture facilities available for residents	1	2	3	4	5
ii. The types of recreation, sports, arts and cultural activities available in Cochrane interest members of your household	1	2	3	4	5
iii. Members of your household know about the types of recreation, sports, arts and culture activities that are available in Cochrane	1	2	3	4	5
iv. Most of your households' interests in recreation, sports, arts and culture are served by programs, services and facilities available in Cochrane	1	2	3	4	5
v. Parks and pathways in Cochrane are in good condition	1	2	3	4	5
vi. Recreation and culture facilities in Cochrane are in good condition	1	2	3	4	5
vii. Recreation, sports, arts and culture programs and services available in Cochrane are affordable	1	2	3	4	5
viii. There is a good variety of recreation, sports, arts and culture activities available in Cochrane	1	2	3	4	5
ix. There are enough parks and pathways available in Cochrane	1	2	3	4	5
x. There are enough recreation and culture facilities available in Cochrane	1	2	3	4	5

- 3 Overall, how important is it to your household to have _____ in Cochrane, would you say it is very important, somewhat important, not very important or not at all important? **(READ) (ROTATE)**

	Very important	Somewhat important	Not very important	Not at all important	(Do not Read) D/K
i. Facilities that are used for arts and culture activities and events	1	2	3	4	5
ii. Facilities that are used for recreation and sports activities and events	1	2	3	4	5
iii. Parks and pathways	1	2	3	4	5

4. In your opinion, what are the two most important issues the Town of Cochrane should address for parks and pathways and arts, culture, recreation and sports facilities in Cochrane over the next 10 years?

RECREATION AND CULTURE LEAKAGE

- 5.a Are there any recreation, sport, arts or cultural activities that members of your household participate in primarily outside of Cochrane?

- 1 Yes
2 No **(Go To Q6)**
3 **(DO NOT READ) Don't know (Go To Q6)**

- 5.b What recreation, sport, arts or cultural activities do members your household participate in primarily outside of Cochrane? **(ALLOW UP TO THREE RESPONSES)**

- 5.c Keeping in mind development costs for new open spaces and facilities, and as well as potential use amongst Cochrane residents in **(ENTER ACTIVITY)**, how reasonable do you think it is for services to be expanded or developed in Cochrane that would allow your household to participate in **(ENTER ACTIVITY)** in the town? Would it be very reasonable, somewhat reasonable, not very reasonable, or not at all reasonable

5.b	5.c				
	Very reasonable	Somewhat reasonable	Not very reasonable	Not at all reasonable	(Do not Read) D/K
i. _____	1	2	3	4	5
ii. _____	1	2	3	4	5
iii. _____	1	2	3	4	5

DEVELOPMENT PRIORITIES

For the next three questions, I would like you to think about possible development priorities for the Town of Cochrane.

- 6.a Let's start with parks and pathways. If the Town of Cochrane were to invest in new or expand existing parks and pathways in the next 10 years, what, in your opinion, should be developed **(CLARIFY ANSWER TO GET SPECIFICS)**?

- 6.b How about recreation and sports facilities? If the Town of Cochrane were to invest in new or expand existing recreation and sports facilities in the next 10 years, what, in your opinion, should be developed **(CLARIFY ANSWER TO GET SPECIFICS)**?

- 6.c And, arts and culture facilities. If the Town of Cochrane were to invest in new or expand existing arts and culture facilities in the next 10 years, what, in your opinion, should be developed **(CLARIFY ANSWER TO GET SPECIFICS)**?

- 7.a I am going to read you a list of possible recreation and sport facility development options that might be considered for Cochrane in the next 10 years. Please tell me which two of these you feel would be most important to consider for Cochrane: **(READ ALL THE ITEMS BEFORE RESPONDENT ANSWERS)**

<u>Recreation Facilities:</u>	Top Two Priorities
More baseball diamonds	
More outdoor sports fields (soccer, lacrosse, football, rugby, etc.)	
More indoor sports fields (soccer, lacrosse, football, rugby, etc.)	
More indoor ice rinks	
More outdoor ice rinks	
More gymnasiums	
A larger swimming pool	
A larger curling rink (with more sheets of ice)	
More space that can be used for a variety of recreation purposes or programs	
A skateboard park	
Or something else (specify: _____)	

**Town of Cochrane
Parks, Recreation and Culture Master Plan**

- 7.b Now, I am going to read you a list of possible arts and culture facility development options that might be considered for Cochrane in the next 10 years. Please tell me which two of these you feel would be most important to consider for Cochrane: **(READ ALL THE ITEMS BEFORE RESPONDENT ANSWERS)**

<u>Culture Facilities:</u>	Top Two Priorities
More space that can be used for general arts and craft programming	
An arts studio with equipment and materials to do visual arts (prompt, if necessary - easels, kilns, drawing and painting equipment, weaving equipment, stained glass equipment, etc.)	
A new community hall that would accommodate performing arts (prompt, if necessary - theatre, musical performances, dance, etc.)	
Improve the theatre at the Cochrane Ranchehouse to accommodate performing arts (prompt, if necessary - theatre, musical performances, dance, etc.)	
More rehearsal and practice space for performing arts (prompt, if necessary - theatre, musical performances, dance, etc.)	
A new facility to exhibit visual arts in the community	
Or something else (specify: _____)	

- 7.c Now, I am going to read you a list of possible parks and pathway development options that might be considered for Cochrane in the next 10 years. Please tell me which two of these you feel would be most important to consider for Cochrane: **(READ ALL THE ITEMS BEFORE RESPONDENT ANSWERS)**

<u>Parks and Pathways:</u>	Top Two Priorities
Further expansion of the pathway system throughout Cochrane	
Link Cochrane's pathway and park system with the proposed Glenbow Ranch Provincial Park (prompt, if necessary - which will be situated adjacent to the east side of Cochrane)	
Establish a landscaped and developed park along the Bow River (prompt, if necessary - more landscaped areas, benches, picnic tables, etc.)	
Building a non-motorized boat launch along the Bow River	
More amenities or equipment in parks that offer unstructured recreation activities (prompt, if necessary, hard surfaced play areas, basketball nets, wading pools, etc.)	
Preserving natural areas in Cochrane	
Plant more trees and shrubs in existing parks	
Or something else (specify: _____)	

8. The Town of Cochrane invests in parks and pathways and recreation and culture facilities within the community. Given the different types of development options that we have discussed, if you were given \$100 to invest, how much would you allocate to the three areas of parks and pathways, recreation facilities and culture facilities **(Please be sure that your allocations add up to \$100) (READ ALL ITEMS BEFORE RESPONDENT ANSWERS)**

\$_____ Parks and pathways

\$_____ Recreation facilities

\$_____ Culture facilities

Total

9.a In your opinion, do you think the Town of Cochrane should put more emphasis on:

(Prompt, if necessary - respondent says the Town should do both - Ultimately, the Town will do both. However, given the current situation or state of parks and pathways, which do you think is more important: Improving and maintaining existing or acquiring and developing new)

1. ___ Improving and maintaining existing parks and pathways (PAUSE)
OR (PAUSE)
2. ___ Acquiring and developing new parks and pathways in Cochrane.
3. ___ Don't know (DO NOT READ)

9.b In your opinion, do you think the Town of Cochrane should put more emphasis on:

(Prompt, if necessary - respondent says the Town should do both - Ultimately, the Town will do both. However, given the current situation or state of recreation and culture facilities, which do you think is more important: Improving and maintaining existing or acquiring and developing new)

1. ___ Improving and maintaining existing recreation and culture facilities (PAUSE)
OR (PAUSE)
2. ___ Acquiring and developing new recreation and culture facilities in Cochrane.
3. ___ Don't know (DO NOT READ)

RIVER VALLEY DEVELOPMENT

10. In terms of public lands along the Bow River in Cochrane, do you think the Town of Cochrane should:

1. ___ Leave the lands in their natural state with only trails available (PAUSE)
OR (PAUSE)
2. ___ Develop the lands with landscaped areas, playfields, playgrounds, benches and picnic areas.
3. ___ Don't know (DO NOT READ)

WILLINGNESS TO PAY

11. There are a number of ways that the Town of Cochrane might pay for improving or developing parks and pathways and recreation and culture facilities. Please indicate how appropriate you feel each of the following methods is for funding improvements or new developments. Please use a scale of very appropriate, appropriate, somewhat appropriate, or not appropriate. (READ) (ROTATE)

(Prompt, if necessary - These are ways that the Town MIGHT pay for funding improvements or developments. We want to know if you think these methods are appropriate for the Town to pursue. You may think that some are more appropriate methods to fund improvements or developments than others)

Options	Very approp.	Approp.	Somew hat	Not approp.	(Do not Read) D/K Unsure
Funding provided by the Town of Cochrane	1	2	3	4	5
User fees	1	2	3	4	5
Revenues from advertising within facilities	1	2	3	4	5
Sponsorships or grants provided by companies or organizations	1	2	3	4	5
Funding provided by municipalities located around Cochrane (prompt, if necessary - municipal districts)	1	2	3	4	5
Funding provided by provincial or federal governments	1	2	3	4	5
Allowing commercial enterprises to rent space within facilities to operate their businesses	1	2	3	4	5
Dedicated fees of approximately \$20 to \$30 on annual property tax bills for approximately 15 years to pay for parks and pathways and recreation and culture facilities	1	2	3	4	5

CONNECTING THE TOWN TO THE GLENBOW RANCH PROVINCIAL PARK

12. A new provincial park is proposed for lands adjacent to the east border of Cochrane. The park will be called the Glenbow Ranch Provincial Park and will provide visitors access to trails and day use picnic areas. The Park will stretch along the Bow River banks for approximately three-quarters of the way to Calgary and may eventually provide trails all the way to Calgary. If the Cochrane pathway system was extended to the Glenbow Provincial Park, how likely do you think members of your household would be to use the pathways to (insert) to the trails in the Provincial Park? Would your household be very likely, somewhat likely or not likely to:

	Very likely	Somewha t likely	Not likely	(Do not Read) D/K
i. Walk, run or jog	1	2	3	5
ii. Ride a bicycle	1	2	3	5
iii. Ride a horse	1	2	3	5

COCHRANE RANCHEHOUSE AS A COMMUNITY CENTRE

Q14a Have any members of your household used or visited the Cochrane Ranchehouse for recreation, arts or cultural activities or events?

- 1 Yes (Go To Q14C)
- 2 No
- 3 (DO NOT READ) Don't know (Go To Q14D)

Q14b. (IF NO to Q14A) Why not? _____ (Go to Q14D)

Q14c I am going to read some statements about the Cochrane Ranchehouse in terms of serving as a community recreation, arts and culture centre for Cochrane. Please indicate whether you strongly agree, somewhat agree, somewhat disagree or strongly disagree with these statements. (READ) (rotate)

Statements:	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	(DON'T KNOW)
i. For the recreation, arts and culture activities that members of your household enjoy, the Cochrane Ranchehouse is an important facility	1	2	3	4	5
ii. The types of recreation, arts and culture activities available at the Cochrane Ranchehouse interest members of your household	1	2	3	4	5
iii. Members of your household know about the types of recreation, arts and culture activities that are available at the Cochrane Ranchehouse	1	2	3	4	5
iv. The Cochrane Ranchehouse is useful to fulfilling your households' recreation, arts and culture needs	1	2	3	4	5
v. Recreation, arts and culture programs and services available at the Cochrane Ranchehouse are affordable	1	2	3	4	5
vi. Your household feels welcome at the Cochrane Ranchehouse	1	2	3	4	5
vii. (DO NOT ROTATE) Your household is satisfied with the Cochrane Ranchehouse as a community recreation, arts and culture facility	1	2	3	4	5

Q14d What, if anything, do you think is needed at the Cochrane Ranchehouse to make it more valuable as a community recreation, arts and culture centre?

RODEO GROUNDS

Q15 Currently, there is public land in downtown Cochrane that has a rodeo facility, horseshoe pits and two baseball diamonds (prompt, if necessary - the last located west of the Big Hill Leisure Pool and Cochrane Curling Club). If it were up to you, which of the following do you think would be the best use of this public land? (READ) (ROTATE)

1. ___ Leave the public land as it is with the rodeo facility, horseshoe pits and baseball diamonds
2. ___ Create a sports field park with baseball diamonds, soccer pitches, football fields, etc.
3. ___ Take out the baseball diamonds and leave the rodeo facility and horseshoe pits
4. ___ Create park space that would have gardens, trees, benches, picnic shelters and playgrounds
5. ___ Take out the current outdoor amenities and use the space for an indoor recreation or cultural facility (such as a new or expanded swimming pool or community centre)
- ___ Or something else (specify) _____

SATISFACTION WITH FACILITIES

(NOTE: Information was gathered in the 2005 Community Survey. These data are required to supplement the data already available. Question 15c was added in case someone wants to ensure their open space or facility of interest is being addressed.)

Q16.a I am going to read you a list of facilities. Have you or members of your household used any of these facilities and open spaces in the Town of Cochrane in the past 12 months.

(READ) (ROTATE)

Q16.b (IF YES TO Q16a) How satisfied or dissatisfied are you with _____? Are you very satisfied, somewhat satisfied, somewhat dissatisfied or very dissatisfied.

Facilities	a.			b.				
	Yes	No	Don't know	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied	Don't know
Centennial Stage at Cochrane Ranch	1	2	3	1	2	3	4	5
Allspan Stage at Mitford Park	1	2	3	1	2	3	4	5
Cochrane Curling Club	1	2	3	1	2	3	4	5
Gymnasiums at local schools	1	2	3	1	2	3	4	5
Zero Gravity Skate Park	1	2	3	1	2	3	4	5
BMX Track	1	2	3	1	2	3	4	5
Cochrane Lions Rodeo Grounds	1	2	3	1	2	3	4	5
Football fields	1	2	3	1	2	3	4	5
Outdoor track and field facilities	1	2	3	1	2	3	4	5
Mitford ponds	1	2	3	1	2	3	4	5

Q16.c What other open spaces or recreation and culture facilities have members of your household used in the Town of Cochrane in the past 12 months?

Demographics

The last few questions are being asked so that we can group your answers with those of others who have participated in the survey. All answers will be kept strictly confidential.

D1. How long have you lived in Cochrane?

of years: _____

D2. How many members of your household are in the following age groups? (READ)

- ___ 0 to 5
- ___ 6 to 12
- ___ 13 to 19
- ___ 20 to 24
- ___ 25 to 44
- ___ 45 to 64
- ___ 65 or older

D3. Which of the following most closely describes your household? (READ)

- 1. Couple with children living at home
- 2. Couple without children living at home
- 3. Single Parent household
- 4. Living alone
- 5. Living with roommate(s)
- 6. Living with extended family
- 7. (DO NOT READ) Other
- 8. (DO NOT READ) Refused

D4. In which community do you reside? (READ, IF NECESSARY)

- | | | |
|----------------------|---------------------|----------------------------------|
| ___ Bow Meadows | ___ East Cochrane/ | ___ Riverview |
| ___ Bow Ridge | ___ East End | ___ Sunterra |
| ___ Cochrane Heights | ___ Glenbow | ___ West Terrace |
| ___ Crawford Ranch | ___ GlenEagles | ___ West Valley |
| ___ Downtown | ___ Industrial Park | ___ Other (please specify) _____ |

We may be conducting additional research about open spaces and recreation and culture facilities in Cochrane in the next two months. Would you or members of your household be interested in participating in discussion groups about these services?

- 1. Yes → May I get your first name and confirm your phone number please? _____
- 2. No → May I have your first name in case my supervisor wants to confirm this interview: _____

D - Additional Data

Types of Town of Cochrane Programs Children/Youth Participate In (Source: 2005 Cochrane Community Survey)		
Comments	% of Respondents	
	Cochrane (n=171)	Rural area (n=36)
Swimming	40	42
Soccer	23	17
Camp programs	14	11
Hockey	8	14
Child/teen/youth programs	8	3
Running/jogging	5	6
Badminton	5	6
Skating	5	6
Gymnastics	4	3
Dance	4	3
Lacrosse	4	6
Baseball/slo-pitch/softball	4	0
Walking	2	6
Babysitting	2	6
Arts & crafts	2	0
Football/rugby	1	3
Aerobics	1	0
Biking/cycling	1	0
Gym/exercise/fitness	1	0
Curling	1	0
Tennis	1	0
Martial arts/kick boxing	1	0
Rollerblading	1	0
Drama/acting/theatre	1	0
Daycare	1	0
Library	1	0
Cultural activities	1	0
Toddler group	1	0
Brownies/scouts, etc.	1	0
School activities	1	0
Other	1	0
Basketball	0	3
Rodeo	0	3
Dog training	0	3
Bird watching	0	3

Types of Programs Adults Participate in Cochrane (in past 12 months) (Source: 2005 Cochrane Community Survey)		
Programs	% of Respondents	
	Cochrane (n=761)	Rural area (n=172)
Walking	34	13
Swimming	20	22
Golfing	16	5
Running/jogging	13	11
Biking/cycling	13	8
Gym/exercise/fitness	12	12
Hockey	11	7
Baseball/slo-pitch/softball	8	4
Soccer	7	9
Curling	7	4
Watching plays/theatre	7	13
Watching movies	6	10
Volleyball	4	4
Skating	4	2
Hiking	4	2
Folk club	4	0
Tennis	3	3
Yoga/Pilates	3	3
Track & field	3	0
Concerts	3	2
Library	3	4
Badminton	2	2
Dance	2	2
Arts & crafts	2	2
Fishing	2	1
Parades	2	2
Pathways	2	2
Cultural activities	2	0
Aerobics	1	1
Basketball	1	2
Martial arts/kick boxing	1	2
Skiing	1	1
Rollerblading	1	1
Music	1	1
Gardening	1	1
Musical performances	1	3
Eating	1	4
Sewing/quilting	1	0
Lacrosse	1	2
Horseback riding	1	11
Photography	1	1
Drawing/painting	1	1
Walking group	1	0
Hiking group	1	0
Church activities	1	5
Rodeo	1	7
Canoeing/kayaking	1	1
Drams/acting/theatre	1	1
Trade shows	1	2
Over 50+/senior programs	1	1

**Town of Cochrane
Parks, Recreation and Culture Master Plan**

Types of Programs Adults Participate in Cochrane (in past 12 months) (Source: 2005 Cochrane Community Survey)		
Programs	% of Respondents	
	Cochrane (n=761)	Rural area (n=172)
Shooting/archery	1	1
Socializations	1	2
Walking/running/biking with dogs	1	1
Camping	1	0
Auto races/mechanics	1	1
Cards/poker	1	0
Volunteering	1	1
Running club	1	0
Flying	1	0
Gymnastics	0	2
Skateboarding	0	1
Language classes	0	1
Parks/green spaces	0	1
Squash	0	1
Child/teen/youth programs	0	1
Computer classes	0	1
Playing drums	0	1
Shopping	0	2
Cochrane Challenge	0	1
Continuing education	0	1
Festivals	0	1
Operas	0	4
Teaching/tutoring/lecturing	0	1
Bingo/casino	0	1
Tobogganing	0	1
Dog training	0	1
Playgrounds	0	1
School activities	0	1
Wrestling	0	1
School activities	0	1
Animals (SPCA)	0	1

Types of Programs That Would Interest Children/Youth in Cochrane (Source: 2005 Cochrane Community Survey)		
Programs	% of Respondents	
	Cochrane (n=188)	Rural area (n=47)
Swimming	17	13
Hockey	10	6
Dance	10	6
Arts & crafts	7	6
Volleyball	6	2
Skateboarding	6	4
Soccer	5	4
Biking/cycling	5	4
Skating	5	0
Climbing/rock climbing	5	15
Football/rugby	4	4
Basketball	4	2
Tennis	4	0

**Town of Cochrane
Parks, Recreation and Culture Master Plan**

Types of Programs That Would Interest Children/Youth in Cochrane (Source: 2005 Cochrane Community Survey)		
Programs	% of Respondents	
	Cochrane (n=188)	Rural area (n=47)
Drawing/painting	4	4
Camp programs	4	2
Golfing	4	0
Drama/acting/theatre	4	9
Baseball/slo-pitch/softball	3	2
Gymnastics	3	4
Badminton	3	4
Yoga/Pilates	3	0
Skiing	3	0
Music	3	6
Watching plays/theatre	3	4
Squash	3	0
Child/teen/youth programs	3	4
Water activities	3	2
Gym/exercise/fitness	2	4
Martial arts/kick boxing	2	0
Musical performances	2	2
Canoeing/kayaking	2	6
Shooting/archery	2	0
Cooking/baking	2	0
Toddler group	2	0
Racquetball	1	0
Curling	1	0
Rollerblading	1	0
Track & field	1	2
Watching movies	1	0
Sewing/quilting	1	0
Horseback riding	1	2
Language classes	1	0
Walking group	1	0
Hiking group	1	0
Folk club	1	0
Parks/green spaces	1	0
Pottery	1	0
Hunting	1	0
Fishing	1	0
Playing guitar	1	0
Computer classes	1	0
Daycare	1	0
Ballet/tap	1	0
Library	1	0
Socializations	1	0
Babysitting	1	0
Auto races/mechanics	1	0
Festivals	1	2
Singing	1	4
Operas	1	0
Cultural activities	1	0
Fencing	1	2
Brownies, scouts, etc.	1	2
Wrestling	1	0
Fashion/modelling	1	0
Karate	1	0

Types of Programs That Would Interest Children/Youth in Cochrane, (Source: 2005 Cochrane Community Survey)		
Programs	% of Respondents	
	Cochrane (n=188)	Rural area (n=47)
Gym with childcare	1	0
Walking	0	9
Running/jogging	0	2
Aerobics	0	2
Rodeo	0	2
Adult programs	0	2
Snowboarding	0	2
Teaching/tutoring/lecturing	0	2
Ski club	0	2
Boxing	0	2
Ringette	0	2

Types of Programs Wanted for Adults in Cochrane (Source: 2005 Cochrane Community Survey)		
Programs	% of Respondents	
	Cochrane (n=368)	Rural area (n=95)
Dance	9	10
Swimming	8	8
Watching plays/theatre	8	12
Squash	7	3
Hockey	6	5
Gym/exercise/fitness	6	8
Racquetball	5	3
Volleyball	5	1
Arts & crafts	5	6
Tennis	4	5
Badminton	4	0
Yoga/Pilates	4	7
Climbing/rock climbing	4	1
Baseball/slo-pitch/softball	3	3
Biking/cycling	3	1
Basketball	3	2
Music	3	1
Musical performances	3	6
Golfing	3	2
Concerts	3	5
Skating	2	0
Language classes	2	0
Drawing/painting	2	1
Socializations	2	0
Cooking/baking	2	0
Continuing education	2	3
Walking	1	3
Running/jogging	1	3
Soccer	1	1
Football/rugby	1	1
Curling	1	0
Bowling	1	0

Types of Programs Wanted for Adults in Cochrane (Source: 2005 Cochrane Community Survey)		
Programs	% of Respondents	
	Cochrane (n=368)	Rural area (n=95)
Martial arts/kick boxing	1	1
Skiing	1	0
Rollerblading	1	0
Gardening	1	1
Watching movies	1	1
Eating	1	0
Sewing/quilting	1	0
Horseback riding	1	3
Hiking	1	1
Photography	1	1
Hiking group	1	2
Folk club	1	0
Pottery	1	1
Fishing	1	1
Visual arts	1	0
Canoeing/kayaking	1	1
Drams/acting/theatre	1	0
Over 50+/senior programs	1	0
Picnics/barbeques	1	0
Computer classes	1	0
Shooting/archery	1	0
Writing	1	0
Library	1	1
Walking/running/biking with dogs	1	0
Adult programs	1	0
Singing	1	0
Operas	1	0
Sport leagues	1	0
Pathways	1	0
Teaching/tutoring/lecturing	1	2
Bingo/casino	1	0
Cultural activities	1	1
Parenting group	1	0
Toddler group	1	0
Aerobics	0	1
Woodworking	0	1
Health programs	0	2
Walking group	0	1
Parks/green spaces	0	1
Rodeo	0	2
Ballet/tap	0	1
Ringette	0	1
Cycling group	0	1
Choir	0	2

**Town of Cochrane
Parks, Recreation and Culture Master Plan**

Satisfaction with Open Spaces and Leisure Facilities (Users)					
Facility	Sample Size	% of Respondents			
		Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
BMX Track*	(n=22)	41	59	0	0
Mitford Ponds*	(n=221)	54	45	1	0
Zero Gravity Skate Park*	(n=88)	59	39	1	1
SLSFSC Running track	(n=333)	58	40	2	0
SLSFSC Soccer/Lacrosse pitch	(n=182)	55	43	2	0
SLSFSC Gymnasium	(n=193)	52	46	2	0
SLSFSC Gymnastics area	(n=192)	51	45	3	1
Allspan Stage at Mitford Park*	(n=128)	27	70	3	0
Frank Wills Memorial Scout Hall	(n=275)	26	70	4	0
SLSFSC Ice arena	(n=228)	51	43	4	1
Agricultural society grounds and facilities	(n=143)	20	74	6	1
Gymnasiums at local schools *	(n=182)	28	66	6	1
Football fields*	(n=103)	37	56	5	2
Centennial Stage at Cochrane RanchHouse*	(n=136)	18	71	8	2
Outdoor track and field facilities*	(n=102)	28	64	6	2
Pathway system	(n=965)	33	56	10	2
Cochrane Lions Rodeo Grounds*	(n=965)	24	65	9	2
Neighbourhood parks/tot lots	(n=610)	23	66	10	1
Cochrane RanchHouse for events other than theatre	(n=356)	29	60	9	2
Baseball diamonds	(n=160)	32	56	10	2
Cochrane RanchHouse theatre	(n=253)	31	57	9	3
Nan Boothby Library	(n=627)	31	57	10	3
Boys and Girls Club	(n=88)	28	60	8	3
Cochrane Arena	(n=272)	22	65	10	3
Outdoor soccer pitches	(n=235)	26	55	13	5
Tennis courts	(n=115)	19	57	17	6
Cochrane Curling Club*	(n=75)	16	60	20	4
Outdoor ice rink	(n=214)	14	61	20	6
Swimming pool	(n=567)	22	50	22	7
Fifty and Over Club	(n=59)	22	46	19	14
Organized highest to lowest based on the sum of very satisfied and satisfied responses for Cochrane respondents. Source: 2005 Cochrane Community Survey (except for those gathered in the Master Plan Survey *2007 Master Plan Survey.					

Satisfaction with Open Spaces and Leisure Facilities (Users)					
Facility	Sample Size	% of Respondents			
		Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
Mitford Pond	(n=221)	54	45	1	0
Zero Gravity Skate Park	(n=88)	59	39	1	1
SLSFSC Soccer/Lacrosse pitch	(n=182)	55	43	2	0
SLSFSC Gymnasium	(n=193)	52	46	2	0
SLSFSC Gymnastics area	(n=192)	51	45	3	1
SLSFSC Ice arena	(n=228)	51	43	4	1
Football fields	(n=103)	37	56	5	2
Cochrane RancheHouse for events other than theatre	(n=356)	29	60	9	2
Cochrane RancheHouse theatre	(n=253)	31	57	9	3
Swimming pool	(n=567)	22	50	22	7
Sources: 2005 Cochrane Community Survey and 2007 Master Plan Survey.					

E - Comparative Review of Facilities in Selected Alberta Municipalities

Comparative Review - Open Spaces

Community	Population (2006)*	Stages	Tennis Courts
Cochrane	13,760	• 3 stages	• 5 courts (3 locations)
Airdrie	28,927	• 1 amphitheatre	• 9 courts (4 locations)
Brooks	12,498		• 7 courts (3 locations)
Fort Saskatchewan	14,685	• 1 amphitheatre	• 1 (to be torn down in 2008)
Grande Prairie	47,076	• 1 auditorium • 1 outdoor amphitheatre	• 1 large indoor court (formerly hockey rink) • 1 outdoor facility
Leduc	16,967	• 1 theatre	• 3 courts (1 location)
Medicine Hat	56,997	• 1 performing arts centre with concert hall stage and studio stage	• 9 courts
Okotoks	17,145	• 1 small theatre (also hosts art exhibits and programming)	• 6 courts
Stony Plain	12,363		• 2 courts (2 locations)
St. Albert	57,719	• 1 theatre	

*Federal Census

Comparative Review - Recreation Facilities

Community	Population (2006)*	Arenas	Aquatic	BMX Tracks	Curling Rinks	Indoor Fields	Gymnasiums	Gymnastics Facilities	Multi-Purpose Rooms	Outdoor Ice rinks	Seniors Facilities	Skateboard Park	Ball Diamonds	Rectangular fields
Cochrane	13,760	• 2 sheets	• Leisure pool - Play pool • 4 lane flat water	• 1 park	• 4 sheets	• 1 rectangular field	• 1 non-school gymnasium	• 1 gymnastics centre	• 2 multi-purpose rooms	• 1 with boards • 1 pond	• 1 facility	• 1 park	• 12 diamonds	• 15 soccer/football fields
Airdrie	28,927	• 3 sheets	• Leisure pool - Play pool - Lazy river - Water slide • 6 lane flat water • Dive tank • Splash Park	• 1 park	• 8 sheets	• (2 indoor fields proposed)	• 1 non-school gymnasium	• (A gymnastics centre proposed)	• 1 multi-purpose room • 2 studios	• 5 rinks	• 1 facility	• 1 park	• 19 shale diamonds (4 locations with 3 or more) • 3 Dirt diamonds	• 46 fields (1 location has 18 fields)
Brooks	12,498	• 2 sheets	• Leisure pool - wave pool - water slide • 4 lane flat water		• 1 rink		• 1 non-school	• 1 gymnastics centre		• 4 with boards		• 1 park	• 8 diamonds (3 locations with 2 or more)	• 1 football field • 2 soccer fields
Fort Saskatchewan	14,685	• 3 sheets • 1 leisure sheet for children's skate	• 6 lane flat water - Warm pool - Whirlpool - Diving board		• 1 rink	• 1 indoor soccer field	• 1 non-school gymnasium	• 1 judo/gymnastics centre	• 2 multi-purpose rooms • 1 studio	• 2 with boards		• 1 park	• 29 diamonds (8 locations)	• 13 soccer fields • 1 football field • 1 rugby pitch
Grande Prairie	47,076	• 5 sheets	• 7 lane flat water - Water slide - Hot tub - Wading pool - 10 meter shallow pool - Diving board		• 1 rink	• 1 indoor soccer field	• 1 double gymnasium (at regional college)	• 1 gymnastics centre	• 7 multi-purpose rooms	• 5 with boards • 5 ponds		• 1 park	• South Bear Creek diamonds	• Rotary soccer fields
Leduc	16,967	• 2 sheets	• Leisure pool - Water slide - Pool rock climbing wall - Hot tub • 6 lane flat water		• 1 rink			• 1 gymnastics centre	• 6 multi-purpose rooms	• 5 rinks		• 1 park	• 10 diamonds (3 locations with 2 or more)	• 5 soccer fields
Medicine Hat	56,997	• 7 sheets	• Leisure pool - Water slide - Diving boards - Tot pool - Lazy river • 8 lane flat water • 4 outdoor pools • 3 additional indoor pools	• 1 track	• 1 rink	• 1 indoor soccer field	• 1 gymnasium at regional college	• 1 gymnastics centre		• 17 with low boards • 4 with high boards	• 1 facility	• 1 park	• 35 diamonds	• 50 soccer/football fields
Okotoks	17,145	• 2 sheets	• Leisure pool - Tot area - 40 person hot tub • 6 lane flat water pool	• 1 track	• 1 rink	• (2 indoor multi-purpose fields proposed)	• 1 non-school gymnasium	• 1 gymnastics centre		• 1 rink	• 1 facility	• 1 park	• 11 diamonds	• 12 soccer fields
Stony Plain	12,363	• 2 sheets	• Leisure pool • Water slide • Hot tub • 10 lane flat water pool • 1 outdoor pool	• 1 track	• 1 rink	• 2 soccer fields	• 1 non-school gymnasium		• 4 multi-purpose rooms	• 4 with boards • 1 pond		• 1 park	• 11 shale baseball diamonds	• 11 soccer fields
St. Albert	57,719	• 4 sheets	• Leisure pool - Small pool for tots - 40 person hot tub - Water slide • 8 lane flat pool	• 1 track	• 1 rink	• 2 indoor soccer fields	• 1 non-school gymnasium	• 1 facility	• 2 multi-purpose rooms	• 12 with boards • 6 ponds	• 1 facility	• 1 park	• 31 diamonds	• 64 soccer/football fields

Comparative Review - Culture Facilities

Community	Population (2006)*	Halls	Library	Stage/Theatre	Studios
Cochrane	13,760	<ul style="list-style-type: none"> 4 banquet rooms and a hall - from 190 to 300 people 	<ul style="list-style-type: none"> 1 public library 	<ul style="list-style-type: none"> 1 theatre - 209 seats 	
Airdrie	28,927	<ul style="list-style-type: none"> 2 halls - 100 people - 500 people 	<ul style="list-style-type: none"> 1 public library 	<ul style="list-style-type: none"> 1 theatre - 400 seats 	
Brooks	12,498	<ul style="list-style-type: none"> 3 banquet rooms - 100 people - 200 people - 650 people 	<ul style="list-style-type: none"> 1 public library 	<ul style="list-style-type: none"> 1 theatre - seating unknown 	
Fort Saskatchewan	14,685	<ul style="list-style-type: none"> 1 banquet room - 100 people 	<ul style="list-style-type: none"> 1 public library 	<ul style="list-style-type: none"> 1 theatre (Shell Theatre) - 550 seats 	<ul style="list-style-type: none"> 1 studio
Grande Prairie	47,076	<ul style="list-style-type: none"> 2 banquet rooms - 75 people - 282 people 	<ul style="list-style-type: none"> 1 public library 	<ul style="list-style-type: none"> 2 theatres (180 seats and 669 seats at Regional College theatre) 	<ul style="list-style-type: none"> 2 studios - visual arts - 0ceramics
Leduc	16,967	<ul style="list-style-type: none"> Pavilion with 2 rooms - Each room 60 people 	<ul style="list-style-type: none"> 1 public library 	<ul style="list-style-type: none"> 1 theatre - 300 seats at high school 	
Medicine Hat	56,997	n/a	<ul style="list-style-type: none"> 1 public library 	<ul style="list-style-type: none"> 1 performing arts centre with concert hall stage and studio stage - 700 seats 	
Okotoks	17,145	n/a	<ul style="list-style-type: none"> 1 public library 	<ul style="list-style-type: none"> 1 theatre - 140 seats 	
Stony Plain	12,363	n/a	<ul style="list-style-type: none"> 1 public library 	<ul style="list-style-type: none"> Stage at community centre 	
St. Albert	57,719	n/a	<ul style="list-style-type: none"> 1 public library 	<ul style="list-style-type: none"> 1 theatre - 529 seats 	

*Federal Census

F - Summary of Open House and Web Survey Feedback to Master Plan

Feedback regarding the Town of Cochrane Parks, Recreation and Culture Facilities Master Plan was solicited from two groups: attendees of the Open House Master Plan Review, who were offered a feedback form at the event, and participants from the general public discussion groups, who were provided with an online opportunity to respond.

The following is a summary of responses.

Overall Agreement with the Conclusions and Recommendations was High

Generally, the findings of the Master Plan were thought to be consistent with the opinions held by residents of Cochrane. The priorities and recommendations especially were offered as being representative of the community as a whole.

The Need for Aquatic Facility Development

Many respondents offered positive responses to aquatic facility development as a priority. Concerns over the current situation were offered, such as the present pool being inadequate in serving the population (present and future) as well as perceived competition with residents of Calgary, especially with regards to communities in close proximity to Cochrane.

Arts and Culture as a Priority

Respondents seemed pleased that arts and culture and development of related facilities were marked as priorities in the Master Plan. A few offered that sports facility development has traditionally taken precedence within the community and that, as such, arts and culture should be of greater consideration within the context of foreseeable future planning.

Further Emphasis Needed on Sustainable Development and Environmental Impact

While some respondents felt that sustainable development and environmental impact were addressed in the Master Plan, it was offered that these issues could have been further emphasized. Nonetheless, it was suggested that pathway development and encouraged use partly address these issues.

The Perceived Importance of Centrality

There was agreement that the downtown heart of Cochrane needs to be supported. It was suggested that this area be considered for future facility development, especially of the arts and culture nature.

