

**Crowsnest Pass**  
Community Recreation Facility  
and Services Feasibility Study

MAY 29, 2013



**ARMSTRONG**  
CONSULTING SERVICES



Mr. Albert Headrick  
Director of Protective and Community Development  
Municipality of Crowsnest Pass, Box 600  
Crowsnest Pass, AB  
T0K 0E0

May 29, 2013

**RE: Community Recreation Facility and Services Feasibility Study**

RC Strategies is pleased to provide this proposal of services for the above noted project. We recognize the importance of this type of exercise for Crowsnest Pass having seen its value in innumerable other communities. Our inherent understanding of feasibility analysis, from the perspectives of the public, administration, and Council will prove beneficial to the community should RC Strategies be the successful proponent.

The workplan that we have proposed leverages our experience in developing these plans. It will lead the community through a process that clearly identifies and confirms recreation, parks and open space needs for both local and regional perspectives while recognizing their contributions to resident quality of life and tourism.

We feel that the team we have assembled for this project provides Crowsnest Pass with expertise second to none in the areas of recreation, parks and open space needs assessment feasibility analysis, business planning and master planning. Our experience working with many other Alberta communities will ensure the community benefits from lessons learned. We have recent, relevant experience conducting similar plans for communities such as Lac La Biche, Blackfalds, Vermilion, Rocky Mountain House and Creston. We will provide the community with realistic, third party advice on facility and program resource provision. Our project team will be led by RC Strategies and will include professionals from, Architecture | ATB (indoor facility specialists), and Armstrong Consulting (trails specialist).

We look forward to the possibility of working with Crowsnest Pass and associated stakeholders and are prepared to complete the requested work in a timely and efficient manner. Please call if you require additional information of clarification on our proposal.

Please note: the statements made in this proposal are correct and truthful. If we are the successful proponent for this project we shall, in good faith, negotiate with the contracting agency.

Sincerely,



Michael Roma, Partner  
RC Strategies

## Relevant Planning Experience

### Beaver Regional Partnership Preliminary Business Cases 2013

As part of the Regional Partnership, preliminary business cases were completed at one facility within each municipality of Beaver County, Tofield, Viking, Ryley, and Holden. The business cases considered physical enhancements as well as initiatives to enhance utilization and revenue generation while improving the triple bottom line.

### New Sarepta Facility Business Plan (Leduc County) 2012

The development of an operating budget was included in this study along with a facility program, option analysis and a partnership and funding model.

### Community Centre Feasibility Study (Red Deer County) 2012

The feasibility of a new Community Centre in the hamlet of Springbrook was explored. The study involved the development of a facility program upon completion of background research including review of previous studies and consultation. The consultation included a resident survey, stakeholder interviews, and public review. Facility capital and operating costs were developed as well.

### Peers Regional Community Facility Feasibility Needs Assessment (Yellowhead County) 2010

This study provided a preliminary assessment of indoor and outdoor recreation needs in the Peers region. This assessment included an inventory of facilities, a review of trends and the community's demographics, as well as consultation with community members and other service providers in the region. A regional perspective in the delivery of recreation was an undercurrent of the report.



### **Anzac Leisure Facility Pre-Feasibility Study (Regional Municipality of Wood Buffalo) 2010**

This study provided strategic direction in how identified indoor recreation needs could be met through the development of a new indoor facility in the community. This study followed a thorough needs assessment process but it further defined the needs for a facility in the area. Two facility program options were identified, a site analysis undertaken, and floor plans developed for each option. Also for each option capital and operating cost estimates were developed. Public review was undertaken.

### **Bold Centre Needs Assessment (Lac La Biche County) 2009**

A needs assessment was undertaken that led to the development of the Bold Centre. Elements of this study included a review of previous plans; examination and analysis of trends on recreation provision and facility design; as well as community consultation.

### **Blackfalds Field House Business Plan (2010)**

Development of a business plan for new facility development currently under construction.

### **Rocky Mountain House Community Services Needs Study (2009)**

Development of a comprehensive master plan outlining Sports Field Provision, facility and service provision for a 15 year period in the community.

### **Strathcona County Trails Strategy (2011)**

Development of a comprehensive strategy for the provision of rural and urban trails in Strathcona County by engaging a number of user groups with special trail interests.

### **City of Lethbridge Recreation and Culture Master Plan (2012)**

Comprehensive recreation and culture services master plan covering infrastructure and services delivery.

### **City of Wetaskiwin Recreation and Parks Master Plan (2012)**

A comprehensive recreation and parks services master plan covering infrastructure and services delivery.

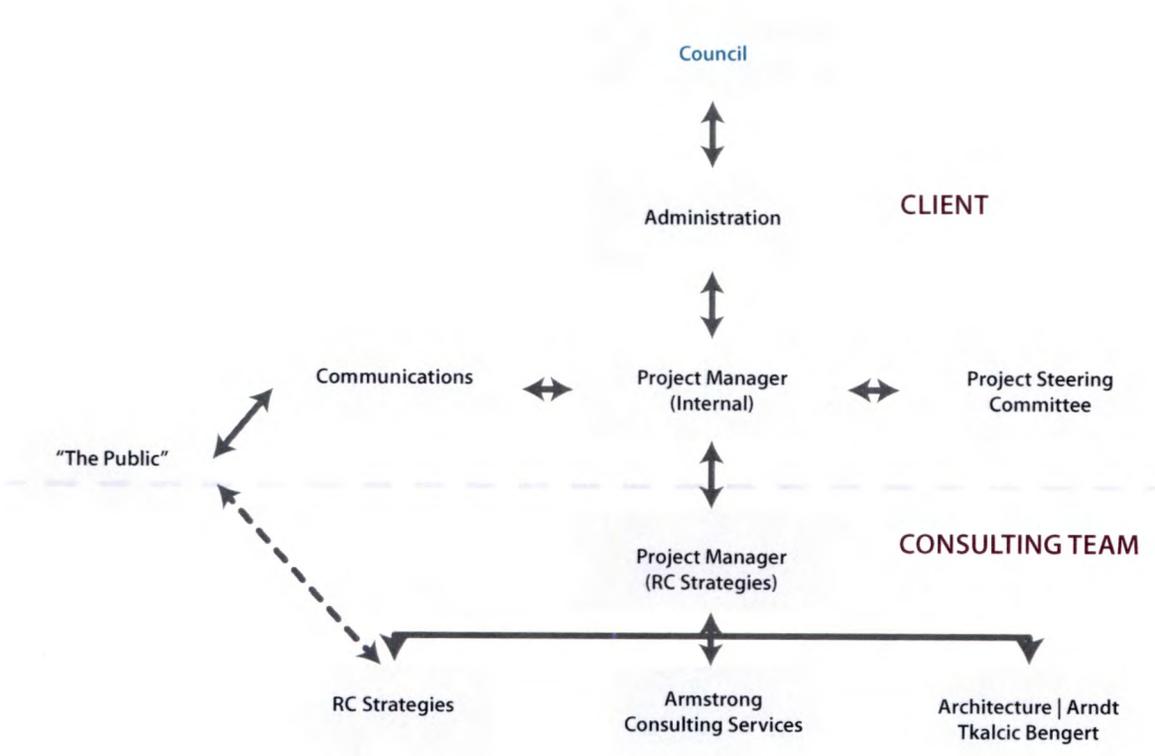


# Project Communications

Clear lines of communication amongst the project team, the Project Steering Committee, and the public is key to the successful development of the feasibility studies. All communication from the consulting team will be directed to the Client's project manager who in turn will liaise with the Project Steering Committee, other municipal administration, and ultimately Council. Any communication with the public will be directed to the Client's project manager first. While there will be direct contact between RC Strategies and the public these interactions will have been approved by the Client's Project Manager. See the graphic below.

A strategy for communications will be developed to ensure regular updates regarding the study to the public, stakeholders, Council and staff. Elements of this strategy will include media releases and notices to be included on the municipal website and in other media as directed.

The consultation elements of the project are themselves considered part of a communications plan. A detailed communications plan will be developed in Phase 1 of the project when a complete understanding of current Municipal practices is acquired.



# 2 Scope of Services

Based on the Request For Proposals, we have developed the following work plan broken into four phases. Each of the phases will build upon both primary and secondary data collected and will engage key stakeholders in the community at key strategic points in the process. The process we have described aligns with the intents laid out in the RFP. We have augmented this process in a manner we believe strengthens the research and engagement components which will lead to a "better" Feasibility Analysis. We are flexible in our approach and would consider modifications to our scope of services.

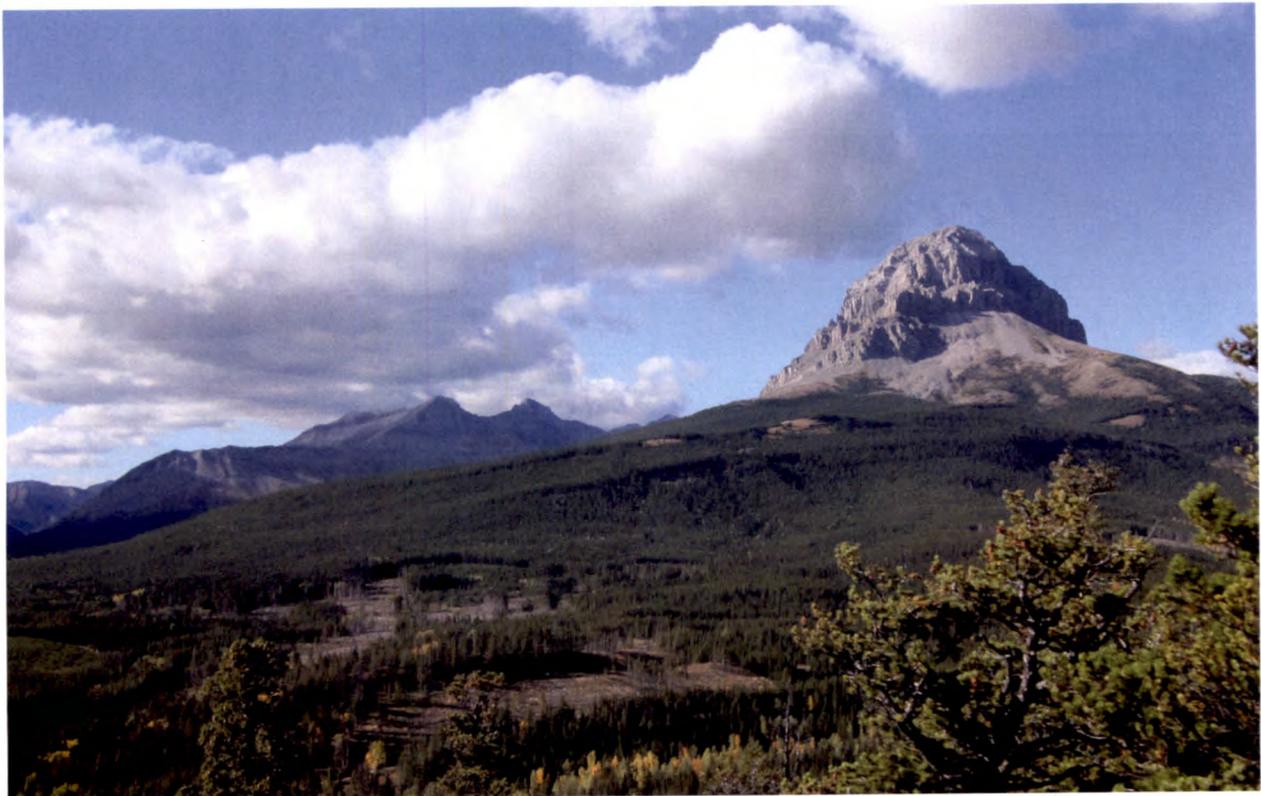
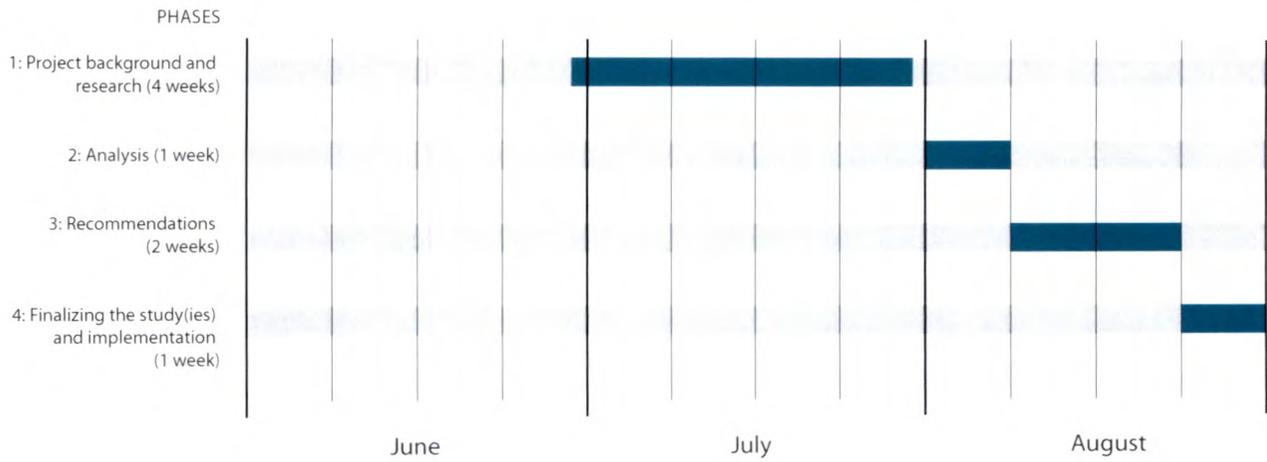
Phase 1: Project background and research (4 weeks)	
Project initiation meeting	Project start-up meeting with steering committee (meeting #1 of 4) to confirm methodology, get acquainted with the community, determine project logo and brand (if required), and initiate planning process and to review Media Release #1
Community description	Provide overview of the community including historical context, services, socio-economic characteristics, regional context, etc. Demographic analysis will also be completed. This involves an examination of the current demographics as well as the population forecasts.
Policy and background planning review	Review of documentation outlined in the Terms of Reference as well as other pertinent planning documents including, but not limited to, The National Recreation Agenda, Active Alberta Policy, Alberta Cultural Policy, Alberta Land Use Framework and various publications from pertinent groups such as the Alberta Recreation and Parks Association and the Province of Alberta.
Recreation and Culture Trends analysis	Presentation of pertinent trends in recreation and culture provision from an international, national, provincial, regional and local perspective developed through consultant experience, review of industry publications, and other data collection means
Indoor facility assessment <i>+ outdoor</i>	Review of existing facility information and assessment of usage patterns at "in-scope" facilities. <i>Instead of Recreation</i>
Household survey and web survey (assumes use of community website)	Mail out survey of households to gather general public perceptions and statistically reliable data on recreation and culture service provision
Stakeholder interviews (up to 35) <i>Hand held input</i>	Interviews with key community stakeholders, either in person or via telephone supplemented by a web-based survey, to gather input on "in-scope" facilities and engage key community members in establishing buy-in for the planning process
Stakeholder group survey <i>Mailout all houses everyone</i>	Survey of organized groups throughout the community via web-based methodology to gather input and group perspectives on "in-scope facilities"
Phase 2: Analysis (1 week)	
Phase 1 summary report	Summary of all background research conducted including consultation efforts. A separate consultation report will be developed as well.
Strategy workshop <i>Matters</i>	Workshop with steering committee (meeting #2 of 4), and potentially other key stakeholders, to interpret research data and develop initial strategic direction for the Master Plan

*Questionnaire*

<b>Phase 3: Recommendations (2 weeks)</b>	
Multi-purpose facility	Development of facility program, concept plans and projected costs based on research conducted. Also included will be analysis of potential and preferred sites based on a site selection criteria.
Outdoor sports fields	Development of a sports field strategy including portrayal of existing and future demand, location of future development and identification of required investment. Assessment of existing recovery rates (and associated user fees) as well as opportunities to improve revenues associated with sports field provision will also be explored.
Powderkeg Ski Hill facility	Review of existing documentation and development of an implementation plan and funding strategy to animate existing plans and tie in potential sources of external funding to make the facility more sustainable. This deliverable will also include concept plans and projected costs of ski lodge development.
Summer ice operations	Development of a summer ice strategy outlining cost recovery expectations and identification of ways summer ice users can be accommodated given cost recovery goals.
Albert Stella Memorial Arena	Analysis of existing facility in terms of usage and costs as well as an assessment of the structural integrity of the building conducted by a third party engineering specialist leading to an ultimate recommendation regarding future use (investment or decommissioning) of the facility and associated terms and conditions of such.
Integration of Community Trail System	Review and assessment of existing trail system and associated stakeholders to ultimately outline a strategy to invest in and manage/maintain use of the system in the future.
Funding Strategy	Review of internal and external funding sources, in collaboration with municipal administration, to identify how each recommendations will be paid for.
<b>Phase 4: Finalizing the study(ies) and implementation (1 week)</b>	
Draft Study(ies)	Development of a draft Study (ies), graphically produced, for steering committee consumption (meeting #3 of 4)
Public review events	Review session with the public, one as an invitation only presentation with those that have participated to date in the project (those requesting to be "kept in the loop") and one with the general public either in an open house format or through attendance at a community event *announced via media release #3
Web review survey (assumes use of community website)	Web based presentation and review of draft Study(ies)
Final Study(ies)	Final Study(ies) developed based on review comments received and under the guidance of the steering committee (meeting #4 of 4)
Final presentation	Final presentation of Study(ies) to Council including graphically produced documentation, power point presentation and associated public display materials as requested

It is important to note that although we have proposed a work plan that is intended to meet the timelines identified in the RFP, we believe that higher levels of success could be achieved should more time be allotted to the project.

## 6.1 Schedule



# Deliverables

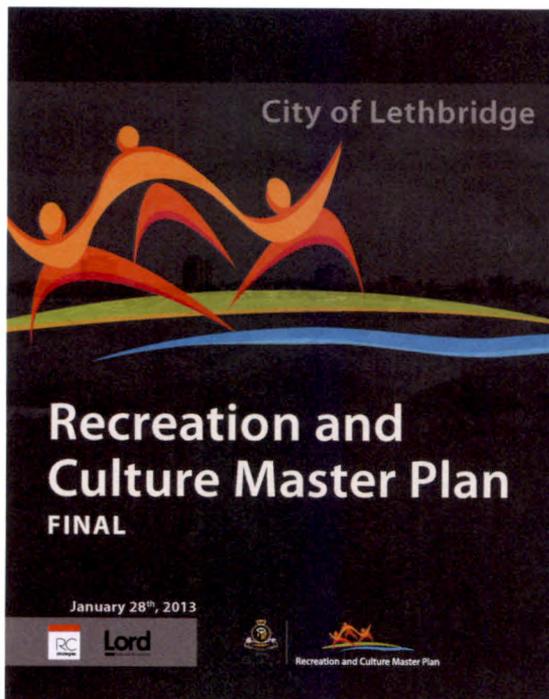
We would expect to provide Crowsnest Pass with the following three main deliverables should we be selected for this exciting project. If desired, we can provide copies of the examples outlined upon further request.

## 1) Background Research Report

A single document outlining the current state of recreation in Crowsnest Pass with specific attention to the facilities in question (sports fields, recreation facility needs, sth ski operations, ice and dry land use of arenas and trails). The document would also include results of household and group surveys and summaries of stakeholder interviews. The document will be used to prepare all stakeholders for strategic thinking.

Examples from previous work:

- » The State of Recreation and Culture Services in Lethbridge (2012)
- » Vermilion Community Facility Needs Assessment (2011)
- » Beaumont Community Needs Assessment (2010)

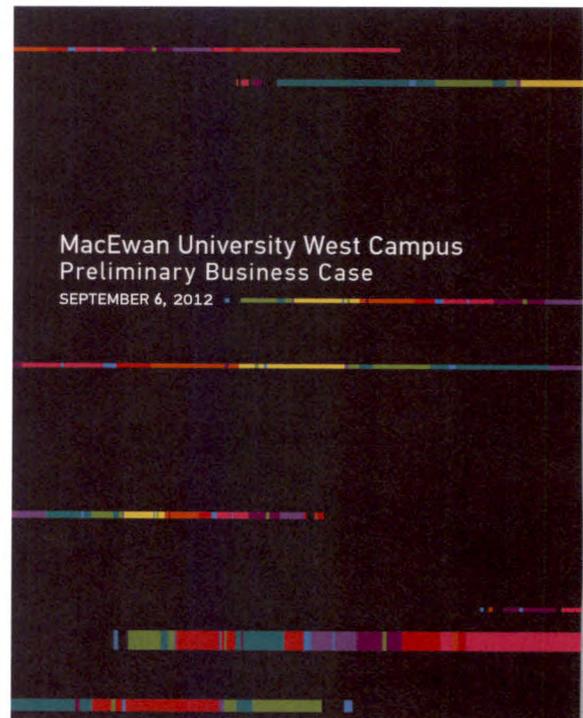


## 2) Consultation Report

This stand alone document will present the findings from the various consultation activities including the resident survey, the stakeholder survey, and stakeholder interviews. Findings will be presented in text and graphics format. These consultation findings will also serve as a component of the Background Research Report.

Examples from previous work:

- » Consultation Report, MacEwan University West Campus Preliminary Business Case (2012)
- » Woodlands County Recreation and Leisure Survey Report (2012)



### 3) A Multipurpose Facility Feasibility Study

A separate document, referencing where appropriate the Background Research Report, outlining facility justification, facility program, site analysis, facility concept plans and expected capital and operating costs. This document will be appropriate for grant applications and will become a single point of reference for future facility development.

Examples from previous work:

- » Blackfalds Field House Business Plan, Design and Fundraising (2010-present)
- » Springbrook Community Facility Feasibility Study (2012)
- » TransAlta Tri Leisure Facility Expansion Feasibility Study (2010)

### 4) Recreation Services Master Plan

Another separate document, referencing where appropriate the Background Research Report and the Multipurpose Facility Feasibility Study, outlining recommendations in regards to the remaining elements of the RFP as well as other future considerations should some arise during the consultation process. This document would outline how the municipality should approach future provision of sports fields, ski operations, summer ice, dry land use of the Albert Stella Memorial Arena and trails development and management. Key principles for operational cost recovery (targets if desired), funding and other aspects of recreation facility and service provision will be included as well.

Example from previous work:

- » City of Lethbridge Recreation and Culture Master Plan (2013)
- » Beaver Regional Recreation and Culture Services Master Plan (2013)
- » Blackfalds Community Needs Assessment Master Plan (2009)

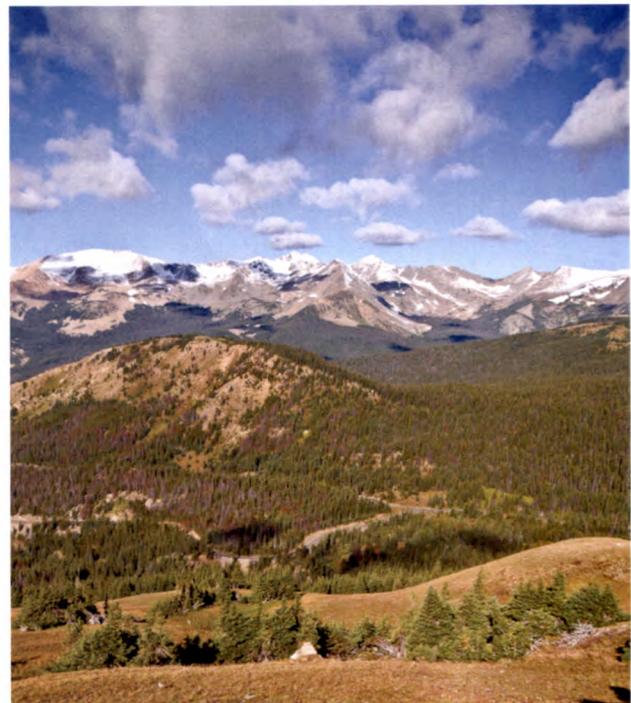


# Consulting Fees

Task overview	Mike Roma	Rob Parks	Steve Slawuta	Derry Armstrong	Architecture ATB	Technical Assistance	Total	Special Disbursements
per day rates:	\$1,200	\$1,200	\$1,000	\$1,200	\$1,200	\$400		
<b>Phase 1: Project background and research (4 weeks)</b>								
Project initiation meeting	0.25	0.25	0.25			0.5	\$1,050	
Community description			1				\$1,000	
Policy and background planning review	0.5	0.25	0.25				\$1,150	
Recreation and Culture Trends analysis	0.25		1				\$1,300	
Indoor facility assessment	0.25		0.5		1		\$2,000	
Household survey and web survey (assumes use of community website)	0.25	1.5	1.5			2	\$4,400	\$10,000
Stakeholder interviews (up to 35)	0.5	2	2				\$5,000	
Stakeholder group survey	0.25	1.5	2			0.5	\$4,300	
<b>sub total hours</b>	<b>2.25</b>	<b>5.5</b>	<b>8.5</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>20.25</b>	
<b>sub total fees</b>	<b>\$2,700</b>	<b>\$6,600</b>	<b>\$8,500</b>	<b>\$0</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$20,200</b>	<b>\$10,000</b>
<b>Phase 2: Analysis (1 week)</b>								
Phase 1 summary report	0.25	1	1		0.5	1	\$3,500	
Strategy workshop	1	1				0.5	\$2,600	
<b>sub total hours</b>	<b>1.25</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0.5</b>	<b>1.5</b>	<b>6.25</b>	
<b>sub total fees</b>	<b>\$1,500</b>	<b>\$2,400</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$600</b>	<b>\$600</b>	<b>\$6,100</b>	<b>\$0</b>
<b>Phase 3: Recommendations (2 weeks)</b>								
Multi-purpose facility	3	1	2		4		\$11,600	
Outdoor sports fields	3		2				\$5,600	
Powderkeg Ski Hill facility	2.5	0.5			3		\$7,200	
Summer ice operations	1.5		1.5				\$3,300	
Albert Stella Memorial Arena	1		1		1		\$3,400	8000
Integration of Community Trail System	1		0.5	3			\$5,300	
Funding Strategy	1	0.5					\$1,800	
<b>sub total hours</b>	<b>13</b>	<b>2</b>	<b>7</b>	<b>3</b>	<b>8</b>	<b>0</b>	<b>33</b>	
<b>sub total fees</b>	<b>\$15,600</b>	<b>\$2,400</b>	<b>\$7,000</b>	<b>\$3,600</b>	<b>\$9,600</b>	<b>\$0</b>	<b>\$38,200</b>	<b>\$8,000</b>

Task overview	Mike Roma	Rob Parks	Steve Slawuta	Derry Armstrong	Architecture ATB	Technical Assistance	Total	Special Disbursements
per day rates:	\$1,200	\$1,200	\$1,000	\$1,200	\$1,200	\$400		
<b>Phase 4: Finalizing the study(ies) and implementation (1 week)</b>								
Draft Study(ies)	2	1				2	\$4,400	
Public review events	0.5	0.5	0.5			0.5	\$1,900	
Web review survey (assumes use of community website)		0.25	1				\$1,300	
Final Study(ies)	0.5	0.5				0.25	\$1,300	\$1,000
Final presentation	0.25	0.25					\$600	
<b>sub total hours</b>	<b>3.25</b>	<b>2.5</b>	<b>1.5</b>	<b>0</b>	<b>0</b>	<b>2.75</b>	<b>10</b>	
<b>sub total fees</b>	<b>\$3,900</b>	<b>\$3,000</b>	<b>\$1,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,100</b>	<b>\$9,500</b>	<b>\$1,000</b>
<b>total fees Phases 1 - 5</b>	<b>\$23,700</b>	<b>\$14,400</b>	<b>\$18,000</b>	<b>\$3,600</b>	<b>\$11,400</b>	<b>\$2,900</b>	<b>\$74,000</b>	<b>\$19,000</b>
<b>Breakdown of Professional Fees</b>	<b>32%</b>	<b>19%</b>	<b>24%</b>	<b>5%</b>	<b>15%</b>	<b>4%</b>	<b>100%</b>	
<b>total days Phases 1 - 5</b>	<b>19.75</b>	<b>12</b>	<b>18</b>	<b>3</b>	<b>9.5</b>	<b>7.25</b>	<b>69.5</b>	
<b>Breakdown of Professional Time</b>	<b>28%</b>	<b>17%</b>	<b>26%</b>	<b>4%</b>	<b>14%</b>	<b>10%</b>	<b>100%</b>	

<b>Total Fees (excluding GST)</b>	<b>\$74,000</b>
<b>Total Special Disbursements (excluding GST)</b>	<b>\$19,000</b>
<b>Total Project Administration and Disbursements (8% of fees) (8% of fees, excluding GST)</b>	<b>\$5,920</b>
<b>Total Project Upset Value (excluding GST)</b>	<b>\$98,920</b>



# References and Contact Information

## Dean Ohnysty

Leduc County  
New Sarepta Facility Business Plan  
Various planning exercises  
780.955.4535

## Jo-Ann Symington

Red Deer County  
Hamlet of Springbrook Community  
Centre Feasibility Study  
Various other planning efforts  
403.357.2370

## Shawn Bell

Town of Vermilion  
Needs Assessment  
480.581.2406

## Sean Barnes

Town of Blackfalds  
Needs Assessment Facility Study  
403.885.6240

*For a more detailed list of projects,  
please refer to our company resume  
([www.rcstrategies.ca](http://www.rcstrategies.ca)).*

## RC Strategies:

10315 109 Street NW  
Edmonton, Alberta  
T5J 1N3

## Mike Roma

*Partner, RC Strategies*  
wk: 780.441.4263  
email: roma@rcstrategies.ca

## Rob Parks

*Partner, RC Strategies*  
wk: 780.441.4266  
cell: 780.691.8486  
email: parks@rcstrategies.ca



## Other Pertinent Information

### 10.1 Firm Information: RC Strategies



COMMUNITY DEVELOPMENT  
PUBLIC ENGAGEMENT  
WELLNESS INFRASTRUCTURE

#### Welcome to RC Strategies inc

RC Strategies Inc is a multi-disciplinary consulting firm specializing in community development, public engagement and wellness infrastructure.

This multi-faceted company is able to provide a broad range of services to local and senior-level governments, non-profit and private sector groups in an efficient, practical and professional manner. Our firm provides clients access to services including needs assessment, development market and feasibility analysis, business case assessment and planning, strategic master planning, parks and open space design and facility design.

RC Strategies also has a partnership with Architecture | Arndt Tkalcic Bengert, an Edmonton based firm specializing in architecture, urban planning and interior design. This partnership allows for a more streamlined facility focused needs assessment and feasibility process and enables the RC Strategies team to provide complete facility development services from the preliminary planning stages through to detailed design and construction.

Our goal is to provide quality solutions and project outcomes that are realistic, sustainable, unique and which truly reflect the values of the communities we serve.

Please visit our website at [www.rcstrategies.ca](http://www.rcstrategies.ca). Should you have any questions please call or email Mike Roma at 780.441.4263 | [roma@rcstrategies.ca](mailto:roma@rcstrategies.ca)

# Services

## 1: Consultation Services



Clearly identifying resident and market demands can be a difficult task. It involves analysis of sometimes disparate community needs, projected shifts in demographic and the overall population and recognition of broad trends in participation and service provision. Identifying community needs and distinguishing real market need can only be achieved through a combination of primary and secondary research and a review and analysis of current and past community planning initiatives.

Professionals at RC Strategies have planned and implemented innumerable primary research programs throughout western and northern Canada. Many of these public participation/consultation processes have been associated with broad community and regional planning initiatives. In addition to their extensive experience, RC Strategies has a team member with International Association for Public Participation (IAP2) certification. RC Strategies has proven methodologies for collecting information from the public and stakeholders. Expert interpretation of the data and application of its meaning will serve to enhance community development and planning objectives. Consolidated research provides insights and answers to many questions such as:

- » What are the community's development priorities?
- » How effective are our programs?
- » Who is using our services?
- » What level of facility utilization can be expected in the future?

### Services include:

- » Complete public engagement/public participation planning
- » Focus/discussion group design and facilitation
- » Personal interviews
- » Survey design and administration (phone, mail out, web)
- » Survey tabulation and analysis
- » Town hall meetings
- » Open houses
- » Design charrettes
- » Workshops
- » World café's
- » Issue specific mail outs and flyers
- » Special presentations
- » Social media applications



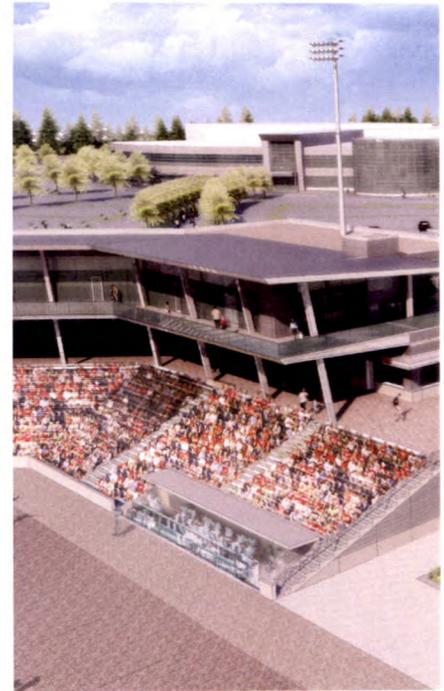
## 2: Leisure Facility Feasibility, Tourism Resource, Market Studies and Planning Research

Leisure and recreation facility development is a complex and time consuming process. Accurately defined needs and operational forecasts are vital for facility success.

RC Strategies has extensive experience in working with municipalities across Western and Northern Canada in facilitating public consultation, analyzing the results, applying activity trends and analyzing community demographics (current and future) in order to develop successful facility plans.

### Services include:

- » Community leisure, recreation and tourism needs assessment
- » Leisure, recreation and tourism provision market analysis
- » Leisure, recreation and tourism infrastructure planning
- » Feasibility analysis
- » Detailed construction and operational costing
- » Business plans
- » Funds sourcing strategies
- » Marketing and promotional strategies
- » Plebiscite strategies
- » Partnership development process
- » Negotiating and structuring joint-use, joint-development agreements



### 3: Recreation, Trails, Parks and Open Space Design, and Master Planning



In planning for parks and open spaces in a community there are a number of factors to consider. Municipal development plans, development policy and levy assessment, parks and open space classification systems, land inventory and creative design have to be addressed to understand the current and future state of parks and open space in a community.

Public consultation, needs assessment and trends analysis supplement these factors and allow for an holistic approach to community planning that merges open space systems with all sectors of the community.

#### Services include:

- » Master plan development
- » Community needs assessment
- » Detailed construction and operational costing
- » Parks planning
- » Trail systems planning
- » Interpretive / educational features planning
- » Human and natural heritage resource planning

# Projects

## A: Leisure Facility Feasibility, Tourism Resource, Market Studies and Planning Research

### Projects ongoing in 2013:

- » Varscona Theatre Business Plan
- » Breton Community Facility Feasibility Study
- » Stony Plain Community Centre Feasibility Study
- » Northside Community Facility Study
- » Strathmore Library Facility Needs Assessment
- » Saskatoon Recreation Facility Planning
- » Town of Blackfalds Field House Fundraising Plan
- » City of St. Albert Community Support Centre Business Case

### Projects completed in 2010-2013:

- » City of Edmonton MacEwan West Campus Business Case
- » Red Deer County Springbrook Community Centre Feasibility Study
- » Hope Bridges Community Arts Feasibility Study
- » Punjab United Sports and Heritage Association Legacy Project Business Case
- » Town of Vermillion Community Facility Needs Assessment and Feasibility Study
- » North Edmonton Gymnastics Club Facility Study
- » MacDonald Island Park Expansion Business Case
- » Regional Municipality of Wood Buffalo Anzac Multi-use Facility Feasibility Study
- » Stony Plain Exhibition Park Design and Project Coordination
- » Thickwood | Timberlea Facility Feasibility Study and Detailed Economic Analysis
- » St. Albert Seniors Centre Facility Feasibility Study
- » TransAlta Tri-Leisure Centre Expansion Feasibility Study
- » Beaver Hills Initiative Tourism Assessment

### Other notable experience:

- » Municipality of Jasper Conference, Performing/Visual Arts and Tourist Services Centre Feasibility Study
- » Lac La Biche Multiplex Feasibility Study
- » Valleyview Community Facility Feasibility Study
- » Aerials Gymnastics Club Facility Feasibility Study
- » Salto Gymnastics Club Facility Feasibility Study
- » Whitecourt Indoor Ice Needs Assessment
- » Go Community Centre Business Case



## B: Recreation, Trails, Parks and Open Space, and Master Planning



### Projects ongoing in 2013:

- » City of Lacombe Recreation and Culture Master Plan
- » Town of Sundre Master Recreation Plan
- » Penhold-Bowden Regional Trail Concept Plan
- » Valleyview Community Facility Strategic Planning
- » City of Lethbridge Recreation and Culture Master Plan
- » Beaver Regional Partnership Recreation and Culture Master Plan
- » Town of Rimbey Recreation, Parks and Trails Master Plan
- » Town of Olds Parks and Open Space Master Plan

### Projects completed in 2010-2013:

- » City of Wetaskiwin Recreation Master Plan
- » Leduc County Recreation Facility Study
- » Wabamum Boat Launch Study
- » Imrie Property Public Access Study
- » Josephburg Community Recreation Master Plan
- » Leduc Parks, Open Spaces and Trails Master Plan
- » Red Deer County Mintlaw Bridge Preservation and Public Access Strategy
- » Strathcona County Trails Strategy
- » Blackfalds FCSS Community Needs Assessment
- » Town of Morinville Recreation Parks and Open Spaces Master Plan
- » Barrhead Leisure Services Master Plan
- » City of Medicine Hat Recreation Master Plan
- » Town of Strathmore, Quality of Life Master Plan
- » City of Brooks Parks, Recreation and Culture Master Plan
- » Town of Beaumont Community Services Needs Assessment
- » Parkland County Park Improvement Plan
- » Sturgeon County Community Services Needs Assessment
- » City of St. Albert Recreation and Culture Master Plans

### Other notable projects:

- » Rocky Mountain House Community Services and Facilities Master Plan
- » Parkland County Recreation, Parks and Open Space Master Plan
- » Tri-Municipal Indoor Recreation and Culture Facility Strategy

# People

## Michael Roma, MBA

**Mike Roma** has consulted for the past ten years since completing a Masters of Business Administration at the University of Alberta, specializing in Leisure and Sport Management. Mike's background in finance and experience in recreation programming assist him in developing accurate operational cost analyses and measuring real vs market need. Mike's active volunteer involvement for ARPA and other advisory boards ensures a broad perspective in finding solutions to client problems.

## Robert Parks, MBA, CMC

**Rob Parks** has extensive experience in stakeholder consultation and facilitation; he has consulted in the public, private and non-profit sectors. Rob is adept at designing and completing the necessary primary and secondary research to further any project. Rob's background in education coupled with his formal business training provides value for all clients with whom he works.

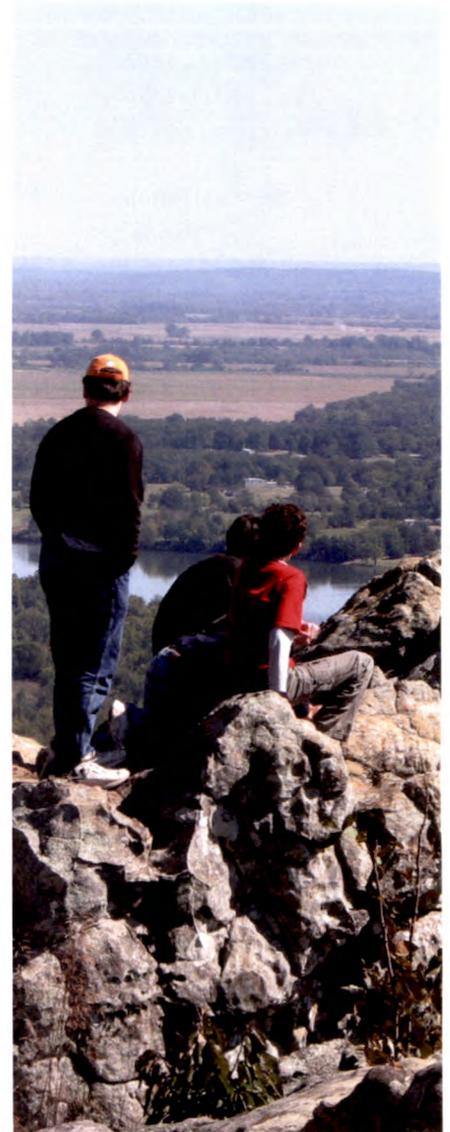
## Stephen Slawuta, BA

**Stephen Slawuta** has extensive experience as a recreation and culture facilitator, programmer, and participant. His involvement in KidSport and ongoing research through RC Strategies have exposed Stephen to understand both the benefits as well as the barriers to recreation and culture that many Albertans face. Stephen has conducted numerous project consultation programs and is excellent at generating project related research. Stephen's role primarily will be conducting background research and facilitating the public engagement program.

## The Team Approach

When a client retains the services of RC Strategies, they access a network of consulting, engineering, architectural and market research professionals and expertise developed over a combined 25 years of consulting experience.

Teaming with other complimentary firms allows RC Strategies to develop highly efficient and effective project teams. Each team member is carefully selected based on past experience, merit and firm core competencies. This team approach ensures that the client receives the best value for their investment.



# Michael Roma, MBA

Leisure and Sport Management

## RC Strategies Office

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Fax: 780.426.2734

Web: [www.rcstrategies.ca](http://www.rcstrategies.ca)

## Michael Roma

Partner

Direct phone: 780.441.4263

[roma@rcstrategies.ca](mailto:roma@rcstrategies.ca)

## Professional Experience

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RC Strategies Inc <i>Partner</i>	2007 – present
Randall Conrad & Associates Ltd <i>Consultant</i>	2002 – 2007
Lakeland College <i>Educational Liaison</i>	2001
Lakeland College <i>Recreation Technician</i>	1998 – 2000

## Education

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Masters of Business Administration <i>University of Alberta</i> <i>Specializing in Leisure &amp; Sport Management</i>	2002
Bachelor of General Studies <i>Athabasca University</i>	1999
Business Management Advanced Diploma <i>Lakeland College</i>	1999
Business Management Diploma <i>Lakeland College</i>	1998

## Membership Affiliations

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ARPA	Alberta Recreation and Parks Association, Vice President
LIN	Leisure Information Network, Board Member

# Robert Parks, MBA, CMC

Public and Stakeholder Consultation

## Professional Experience

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RC Strategies Inc <i>Partner</i>	2011 – present
RC Strategies Inc <i>Senior Associate</i>	2008 – 2011
EPCOR <i>Manager, Stakeholder Consultation</i>	2008
Banister Research and Consulting Inc <i>Senior Associate</i>	2006 – 2008
Meyers Norris Penny LLP <i>Senior Consultant</i>	2005 – 2006
City of Edmonton <i>Marketing Consultant</i>	2001 – 2005

## Robert Parks

Partner  
Direct phone: 780.441.4266  
[parks@rcstrategies.ca](mailto:parks@rcstrategies.ca)

## Education

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Certificate in Public Participation <i>The International Association for Public Participation</i>	2011
Certified Management Consultant Designation <i>Institute of Certified Management Consultants of Alberta</i>	2002
Master of Business Administration <i>University of Alberta</i>	1999
Bachelor of Education, Secondary Studies <i>University of Alberta</i>	1987

## Membership Affiliations

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U of A Alumni Council	University of Alberta Alumni Council—Vice President
U of A BAA	University of Alberta School of Business Alumni Association
IAP2	International Association for Public Participation—Professional Development Committee Member

# Stephen Slawuta, BA

Public and Stakeholder Consultation

## Stephen Slawuta

Associate

Direct phone: 780.441.4267

slawuta@rcstrategies.ca

## Professional Experience

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RC Strategies Inc <i>Associate</i>	2011 – present
Edmonton Oilers Hockey Club <i>Game Day Media Relations</i>	2008 – present
KidSport Society of Alberta <i>Fund Development Manager</i>	2012
KidSport Society of Alberta <i>Northern Regional Manager</i>	2008 – 2011
Edmonton Oil Kings Hockey Club <i>Marketing Supervisor</i>	2006 – 2008
Edmonton Oilers Hockey Club <i>Client Services Representative</i>	2004 – 2006

## Education

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Bachelor of Arts in Sport, Recreation and Tourism <i>University of Alberta</i>	2011
Diploma in Physical Education and Sport Administration <i>Mount Royal College</i>	2004

## Membership Affiliations

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The Banff Centre- Building Personal Leadership Program	2012
World Junior Hockey Championships	2012
Media Relations Team	
Alberta Sport, Recreation, Parks, and Wildlife Foundation Sport Leadership Conference	2011, 2009
Canadian Sport Policy Renewal — Alberta Delegation	2011
Canadian Hockey League Sponsorship Summit	2006

## 10.2 Firm Information: Architecture | Arndt Tkalcic Bengert



### Introduction

Architecture | Arndt Tkalcic Bengert offers a breadth of professional services that are not typically found in a single firm. Our approach is multi-disciplined, fusing expertise in architecture, interior design, creative services and technical consulting in engineering and construction disciplines. Our firm is characterized by a combined emphasis on planning and design excellence, as well as high standards of service to our clients.

Architecture | ATB's professionals understand our clients' challenges. Our commitment to diversified service and professional excellence combined with extensive market expertise enables us to provide creative design solutions with practical construction solutions that meet or exceed our clients' requirements.

With a staff compliment of over 60, Architecture | ATB is among the largest architectural firms in Edmonton. Our team consists of a variety of professionals including Architects, Interior Designers, 3D Rendering Specialists, Graphic Designers, Architectural + Interior + Engineering Technologists, Project Managers, Contract Administrators and our Administration team.

### The firm's reputation

Our firm's reputation, we are proud to say, speaks for itself. We are pleased to provide consistent creative design solutions that meet the client's target budgets and schedules time after time. Our client group is repeat-based, which is a testament to our commitment to our clients' needs and extends from contractors, small and large private developers to corporations and institutions.

We have worked with numerous clients throughout Alberta, British Columbia, Saskatchewan and the North West Territories including, but not limited to the Regional Municipality of Wood Buffalo, the Counties of Grande Prairie, Strathcona, Parkland and Lac La Biche; the Cities of Edmonton, St Albert, Spruce Grove, Leduc and Red Deer; the Towns of Canmore, Banff, Devon and Blackfalds. In Alberta alone our clients reach from Lethbridge to Peace River and Grande Prairie to Provost.

Our corporate client groups have included the Alberta Motor Association, Alberta Treasury Branches, CIBC, TD Bank, Servus Credit Union, Home Depot Canada, Zellers, Jim Pattison Group, Overwaitea Food Group, Sobeys West, Earls Restaurants and Boston Pizza International Inc.

architecture  
interior design  
urban planning  
sustainable design  
master planning  
project management  
community liaison  
public engagement  
graphic design & branding  
signage & wayfinding design  
information solutions  
client representation  
space planning  
tenant coordination

## Services

Architecture | Arndt Tkalcic Bengert provides a broad range of services to clients. From traditional architecture, urban planning, interior design services, construction and design-build programs, to specialized consulting, financial and technical partnerships, Architecture | ATB's professionals understand our clients' challenges.

We have organized our services to support our clients at every stage in the real estate and facilities cycle, from initial strategy planning through design and construction. We offer a range of services that includes strategic consulting, master planning, programming, architecture, interior design, graphic design and project management.

Architecture | ATB's objective is about matching people with architectural solutions. Each design is a combination of architectural creativity and experience with the requirements and needs of the client group. Our primary goals are to establish absolute client trust, to provide complete client satisfaction and to develop cooperative relationships with all parties involved.



# BRIAN BENGERT Architect AAA, MRAIC, LEED® AP BD+C

Design Architect | Partner

## Professional Experience

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Architecture   Arndt Tkalcic Bengert <i>Partner</i>	2006 – Present
Barr Ryder Architects & Planners <i>Partner</i>	2003 – 2006
Barr Ryder Architects & Planners <i>Associate</i>	1994 – 2003
Park Sanders Adam Viske Architects <i>Intern Architect</i>	1994
Robert Bennett Architect Ltd <i>Intern Architect</i>	1993
Brinsmead Ziola Associates <i>Intern Architect</i>	1993
Barry Johns Architects Ltd <i>Intern Architect</i>	1991–1992

## Education

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Masters of Architecture <i>The Technical University of Nova Scotia</i>	1991
Bachelor of Environmental Design <i>The Technical University of Nova Scotia</i>	1990
Diploma Architecture <i>The Northern Alberta Institute of Technology</i>	1984

## Membership Affiliations

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Member of the Royal Architectural Institute of Canada  
Member of the Alberta Association of Architects  
Canadian Green Building Council (CaGBC)

## Awards

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2010 Stephen Barr Award of Excellence for Recreation Facility Design, Recreation for Life Foundation. The City of Leduc was awarded the Percy Wickman Accessibility Award from the Canadian Paraplegic Association. Leduc Recreation Centre, Leduc, Alberta.

## Architecture | Arndt Tkalcic Bengert Office

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*Brian received a Masters Degree in Architecture from the Technical University of Nova Scotia. As a design architect of over 300 projects in his career, Brian has a strong background in residential, institutional, educational and award winning recreational projects as well as community projects involving master planning and recreational planning studies. Brian's professional background provides clients with significant insight into architectural trends and design.*

*His ability to assess the needs of various communities and user groups is evident in his pre-programming and programmatic design. Brian is also a LEED® Accredited Professional BD+C which compliments the firm's already strong sustainable design approach.*

# 10.3 Armstrong Consulting Services

## COMPANY PROFILE

Armstrong Consulting Services provides recreation and environmental planning consultation, as well as project facilitation, public involvement and issue resolution services.

Derry Armstrong is a professional planner with decades of experience working with the Alberta and Ontario governments and as an independent consultant. He holds an Honours Bachelor of Environmental Studies-Urban and Regional Planning (BES).

## EXPERIENCE

### 2003–now      Armstrong Consulting Services

- » Parks, Recreation Area, and Trail Management Plans
- » Recreation site and facility assessments
- » Environmental input to developments and community plans
- » Project coordination and management
- » Construction layout and supervision
- » Public participation programs
- » Project and meeting facilitation

### 1982–1996      Alberta Parks And Protected Areas 2001–2002

- » Protected area management plans
- » Park upgrading and redevelopment plans
- » Trail system design and construction
- » Construction coordination and supervision
- » Public participation programs
- » Facilitation of stakeholder committees
- » Conflict resolution

### 1996–2001      Alberta Environment

- » Lake management plans
- » Watershed plans
- » Area Structure Plans for reservoir areas
- » Facilitation of watershed stakeholder committees
- » Conflict resolution

### 1975–1982      Ontario Ministry of Natural Resource

- » District and Regional Land Use Plans
- » Recreation lake management plans
- » Resource and recreation inventories and assessments
- » Environmental input to development proposals

## Related Project Work

### Lac La Biche County— Plamondon Master Plan

#### Clearwater County

##### Rocky to Nordegg Trail Plan & Nordegg Trail Plan

As leader of a consulting team, we worked with a multi agency Steering Committee to prepare a concept plan for development of a multi-use recreation trail on an abandoned rail line. The process included a trail inventory, environment and resource assessment, stakeholder contact, public consultation and recommendations for construction, management and operation. We recently completed a plan for trails in and around the Nordegg Townsite to connect to regional trails.

#### Alberta Sustainable Resource Development Bighorn Backcountry Recreation Area and Trail Planning

For several years, ACS has worked with the Bighorn Standing Committee made up of a wide variety of recreational stakeholders. We have developed and implemented campground concept plans for Forest Recreation Areas and trail plans for the Upper Clearwater/Ram and Kiska/Wilson Zones to accommodate both motorized and non-motorized trail users.

#### Regional Municipality of Wood Buffalo OHV Trails Master Plan

With Eidos Consulting, we are preparing a trails plan to address ongoing issues with unauthorized use of OHV's in the areas surrounding the City of Fort McMurray. With public and stakeholder input, we are looking at alternative strategies for compliance through the provision of a managed trail system, education, marketing and enforcement.

#### Trans Canada Trail Foundation Trail Planning and Development

On behalf of the TCT Foundation, ACS is working closely with AB TrailNet and local municipalities to develop the national trail from Penhold to Airdrie. The project requires ongoing liaison with municipalities, provincial departments, stakeholders, community groups and support for trail and bridge design and construction.

