

Practice Name:**Date Created:** 26-May-09**Author:****Last Updated:****Abstract:****GENERAL INFORMATION**

Name of Practice	West District Park
Date	11-June-08
Name of Municipality	The City of Spruce Grove
Your Name and Title	Paul Feser, Recreation and Outdoor Development Supervisor
Phone Number	780-962-7603
Fax Number	780-962-2526
E-mail for Practice Contact(s)	pfeser@sprucegrove.org
Mailing Address	315 Jespersen Avenue Alberta T7X 3E8

DISCLAIMER

Terms of Use

This site is set up to allow municipalities to share their practices with each other. Information within the municipal practices is provided by municipalities. Information provided is solely for the user's information and is provided strictly as is without warranty of any kind. Alberta Municipal Affairs does not guarantee the accuracy of the practices. The municipal practices should not be relied upon without seeking legal or other professional advice.

Limitation of Liability

The Crown, its agents, employees or contractors (including Alberta Municipal Affairs) shall not be liable to any user for any losses, claims, or damages that may result either directly or indirectly from access to or any reliance upon the information contained within the municipal practices or information provided at any other site that can be accessed from this site.

Copyright

The copyright in the information within the municipal practices belongs to the municipality that submitted the practice to the Municipal Excellence Web site. The user should contact the municipality who posted the materials for permission to use or reproduce the materials.

[Click here for the site disclaimer](#)

THE ISSUE**Abstract:**

What is the practice you developed or are developing (brief abstract)?

Please briefly describe the final practice developed. (e.g. if you developed a new Council agenda, list the agenda

items, or if a new communications plan was created, provide a summary of the plan's goals, objectives and highlights.)

The city developed a premier outdoor sports complex consisting of twin artificial turf fields, club house, change rooms, storage, concession, playscape and free play areas. This complex (West District Park) was developed to enhance sports opportunities in the community, increase civic pride, boost a regional sport tourism initiative, and be a catalyst for further improvements to the city's open space and outdoor recreation system. The project has many goals and objectives including reducing maintenance requirements on existing fields, consolidating indoor and outdoor recreation at a common site, and creating an environmentally sensitive and sustainable sports facility. Please see the attached communication plan for detailed information on facility development.

Need:

Please describe (just a couple of sentences or bullet points) why you needed to create this practice (policy or process).

What issue made it necessary? (e.g. "We needed a comprehensive plan to deal with...", or "We needed an annual forecasting tool because...")

- Current sports fields were not meeting the needs of a growing community (e.g. our high school football team had never played a home game in Spruce Grove).
- Local sport organizations were having a difficult time hosting major events due to poor field conditions and limited availability of fields.
- Existing natural grass fields were being over used to meet community demand.
- There was no major outdoor civic amenity west of Campsite Road.
- The city acquired 14 acres of municipal reserve land and consolidated this with a developers donation of an additional 8 acres of land to be used for recreation purposes adjacent to a regional indoor recreation complex (TransAlta Tri-Leisure Center). This land mass created the opportunity to develop a district level park in the community.
- The need for a premiere outdoor sports facility had been identified in the city's open space master plan and the city's strategic plan for many years.
- Strong grass roots support for a facility like this has existed in the community for many years.

CREATING YOUR PRACTICE

Research:

How did you obtain information to help design your practice (including consultation with stakeholders, formal and informal research)?

Please include any research documentation you can share, or give us a source reference (e.g. Web site, literature, “We reviewed the bylaws from other municipalities in the area...”).

The initial design of the West District Park was based on public consultation. Key stakeholders included Spruce Grove Soccer Association, Spruce Grove Minor Football, adjacent land developers, the TransAlta Tri Leisure Center, Parkland School Division, Evergreen Catholic School Division, Rotary Club of Spruce Grove, Spruce Grove Awards of Excellence Committee, and the Parkland Leisure Association for Youth Society (PLAY). Administration, in consultation with the stakeholders, City Council, Recreation Advisory Board and the general public developed an initial concept and dream for the West District Park.

The second phase of research included discussions with operators of similar facilities including the city of Edmonton (Clarke Park), Saskatoon Soccer Association (Saskatoon Soccer Center), and the Halifax Regional Municipality. City administration also conducted extensive research online. Information was gathered from many high school and university complexes in the United States.

Process:

How did you go about designing your practice? For instance, did you create a team, hire a consultant, borrow something ready-made from another jurisdiction?

Describe briefly who did the design work and what process they followed.

The West District Park project was administered by the city's Community and Protective Services Department. An initial community development consultant was retained by city administration to assist with public consultation and business case development. This consultant then hired a landscape architect to work with city administration and the stakeholders to generate a number of different concept plans for the site. After the business plan was completed, the City hired the landscape architecture firm to complete the final concept and detailed design, and for construction management of the project. City administration made the decision to keep the same design firm for all phases of the project for continuity purposes. During the design phase of the project, administration directed the design team to conduct further research on the overall plan, talk to other contractors, suppliers and owners to ensure the city ended up with the best possible project.

Authority:

Whose/what approval did you need to create and implement the practice?

The following is a chronology of events and approvals leading up to the opening of the West District Park:

- January 2000, a new parks and recreation master plan was presented to the Spruce Grove Recreation Board one element identified is the need for a premiere outdoor sports complex.
- March 2002, Parkland Leisure Association for Youth Society (PLAY), was formed. The groups vision was to develop a premiere sports complex in the Spruce Grove and district area
- January 2003, PLAY presented a number of concepts to the community to generate discussion.
- February 2003, PLAY presented a number of concepts to the Spruce Grove Recreation Advisory Board for review and consideration.
- June 2003, PLAY meets with the Mayor and senior administration. Premier sports fields are included as a new initiative in the city's 2005-2007 strategic plan.
- September 2004, Council approves proceeding with the initial concept design and public consultation phases of the project.
- February 2005, consultants present the results of key stakeholder interviews to the Recreation Advisory Board.
- March 2005, Recreation Advisory Board passed a motion to endorse the concept plan for premier sport fields.
- April 2005, administration presents initial concept and results of public consultation to Council public was in strong support of West District Park development.
- June 2005, administration presents additional public consultation to Council.
- June 2005, Council approves the West District Park concept plan in principle.
- August 2005, Council directs administration to develop a business plan for the West District Park.
- January 2006, administration presents an interim report to Council to update governors on the business plan process.
- May 2006, administration presents a completed business plan to Council.
- May 2006, Council directs administration to proceed with detailed design and tendering of the West District Park.
- July 2006, Council approves a change in

Reporting:

How did you inform the decision-maker(s) about the practice and your need for their approval?

Please note the name of any documents provided to the decision-makers that you would be willing to share.

Consultation:

Did you consult with stakeholders as part of your approval process?

If so, how? If possible, attach a copy of templates, surveys or other documents you used as part of your consultation.

Administration ensured Council was kept informed of all developments with the project by bringing all information to either Council or committee meetings. Please see the chronology of events and approvals in question 17.

Extensive public consultation took place between 2000 and 2007. This consultation took many forms including key stakeholder meetings, open houses/town hall meetings, web based surveys, direct mail outs, informal conversation and formal Council and Recreation Advisory Board meetings.

IMPLEMENTING YOUR PRACTICE**Plan:**

Describe the process you went through to implement the practice. If you used an implementation plan, please note it here.

The plan was/is constantly evolving.

The five key areas of the plan are community consultation, design, financing, construction, and implementation.

Throughout the process there were many impacts to different areas of the plan that resulted in overall change, so we would then go back and insure the other areas of the plan were still relevant. For example, during the consultation process it was determined that one artificial and two natural turf fields were required, but during design and implementation planning it was determined that two artificial and no natural fields would be more efficient. This change resulted in the need to go back to the consultation stage and engage the users to determine if this was acceptable. Changes like this also resulted in changes to the financing (operating and capital) of the project.

Policy:

What changes to bylaws, regulations or procedures were needed to implement this practice and how did you deal with them?

Please attach a copy of the change in bylaw, policy or procedure.

The operation of the West District Park created a major change in procedure for the city. The city's current staff that operated and managed the arena, have now been tasked with the responsibility of operating the new outdoor complex. The only other procedural change was the addition of the fees and charges for the facility that fall under the city's Community Use of Space policy.

When:

When did your municipality begin to use the practice? Was it implemented all at once or in stages?

<p>Who:</p> <p>Who was responsible for implementing the practice?</p> <p>If someone else is responsible for ongoing management, who is it?</p>	<ul style="list-style-type: none"> - June 7, 2008 was the Grand Opening of West District Park and June 9, 2008 was the first day of regular programming. - The playscape and landscaping is expected to be completed in early fall. The other stages of the project are as follows - 2000-2003, grass roots lobbying and consultation. - 2003-2006, community consultation, design and financial planning. - 2007-2008, construction. - 2008-ongoing, implementation and operation. <p>City of Spruce Grove Community and Protective Services Department was responsible for the design, construction and implementation of West District Park.</p> <p>The Community and Protective Services department is responsible for the ongoing management, operation, and maintenance of the facility.</p>
---	--

RESOURCES REQUIRED

<p>Budget:</p> <p>How much did it cost you to design and implement your practice (i.e. We saved/spent \$XX per year)?</p> <p>What are your ongoing operational and capital costs, if any?</p> <p>Staff:</p> <p>What human resources did you need to design, implement and manage your practice? (e.g. "It took X staff member (s) X months on this" or "This is part of normal staff duties.")</p>	<p>The capital budget for this facility was \$12,348,000.</p> <p>The 2008 operating expenses are estimated to be \$118,000 with revenues of \$30,000. This is a 20% cost recovery. The city's fiscal plan for this facility is a three year approach with a 20% cost recovery in 2008, 40% in 2009 and 60% by 2010. This approach is based on the ability of our primary users to adjust their program gradually over time without causing undue financial hardships for them. Please see the attached information entitled Good Things are Growing for a detailed capital breakdown.</p>
--	---

There was a consulting team that worked on the creation and the development of West District Park along with the complement of ten members of city administration. Staff, in addition to working on the creation of West District Park, still managed and maintained their daily duties for the City of Spruce Grove. Members of staff included: City Manager, Chief Financial Officer, General Manager of Community and Protective Services and numerous staff within the Community and Protective Services department. Please refer to the attached operational review request for decision report and the attached document Terms of Reference for further information.

Infrastructure:

What “capital costs” (such as information technology, other equipment or building assets) did you need to design, implement, manage, and/or evaluate your practice?

Capital costs include:
Detailed design - \$815,000
Construction contract - \$11,100,000
Environmental assessment - \$20,000

Note:
early costs were not included in the project development budget, these included \$20,000 for initial public consultation and \$40,000 to develop a business plan.

EVALUATING YOUR PRACTICE

Formal:

If you did a formal evaluation (e.g. user satisfaction survey, analysis of annual expenditures or number of rate payers served) for your practice, please describe the evaluation tool and the process used.

Tell us who was involved.

There has been no formal evaluation done to date. There has been fantastic coverage from our local paper The Examiner, as well as Global Television and CFRN TV. The community has had nothing but positive feedback about the facility. The city has also done a Shaw Cable Television Interview about West District Park. Please see the attached document WDP News Release June 6 2008.pdf.

Informal:

If you did an informal evaluation, describe what you did (such as discussing the practice with people in the office or on the street, or letters/comments received).

To date we have questioned some of the users of the Park to see how satisfied they are with the facility. In all informal surveys conducted, the general public and users of the facility are extremely impressed.

In the attached documents please see the article by a former Spruce Grove Mayor as a example of an informal evaluation.

Performance measures:

Please list the performance measures for this practice (i.e. reduced number of complaints, money saved, or change in equipment life expectancy.)

Please list the process you used for measuring performance, (i.e. We do annual surveys on...) examples include:

- collecting data
- establishing a baseline
- applying the measures
- results
- follow up

Changes:

(a) Based on the evaluation (formal or informal), describe any changes you have made, or would like to make, to your practice as a result. (e.g. "After implementing this practice, we decided that it would be better if...")

-or-

(b) Has your practice met your expectations and if so, how?

As this is a new initiative that has just begun operations, we do not have accurate performance measures in place yet but will be monitoring the following

1. Use of new fields compared to available time.
2. Use of existing natural fields and the ability of the City to remove natural fields from service for maintenance.
3. Complaints and compliments on field conditions.
4. Number of tournaments and special events hosted per season of operation.
5. Increased minor sport enrollment in Spruce Grove compared to the provincial average.
6. Civic pride.

To date there are no changes the city would make to the construction of West District Park.

West District Park has exceeded our expectations, not only from a user's perspective, but from first impressions of all who have visited the facility for the first time. West District Park has incredible wow factor. First time visitors to the facility walk through the front door, stop, stare, and the first comment made is wow. The city has also been able to garner the attention of a professional CFL football team (Edmonton Eskimo Football Club) who have signed a cross marketing agreement with the city of Spruce Grove for an extended period. This agreement not only benefits the football club with increased ticket sales and profile in the region it will also assist the city to further develop the sport of football in Spruce Grove.

LESSONS LEARNED / BENEFITS RECEIVED**Benefits:**

What are the benefits of this practice to your municipality? (eg. Preparation of Council agenda packages now requires less time, etc.)

There are many benefits to having such a unique and diverse facility in the city of Spruce Grove. Sport fields located throughout the city require less maintenance as the artificial turf fields are being used on a regular basis which frees up the natural turf playing area to have a longer replenishment time. The artificial turf fields require less maintenance as well there are improved time slots for sporting groups to access the fields. Significant environmental benefits are also achieved with the use of synthetic turf. Please see the attached environmental benefits briefing.

Key Lessons:

What key lessons have you/your municipality learned through the process of:

- designing;
- obtaining approval;
- implementing; and
- evaluating your practice?

Include any problems, surprises, and unanticipated benefits. (e.g. “We realized that we needed to spend more time...”)

Advice to Municipal Peers:

What advice would you give to another municipality that is considering adopting your practice? Is there anything you might have done differently?

As a municipality you must be open to change and adapt to situations that could arise during the planning and construction of this type of facility. Dream big and the best will come out of the project. Think outside the box during the planning stages, calculate the risks and be innovative in your approach.

- Expect the unexpected as items and situations can arise at anytime during the planning, construction and implementation stages.
- Make sure administration has adequate time to plan for the development and construction of this type of facility, 4 years of planning and 10 months of construction were keys to success.
- Council support and ongoing community consultation is critical for the planning and development of this type of facility.
- The community is the key stakeholder and will be the primary user and supporter of the facility. Communicate with the community on a regular basis regarding the progress of the project.
- Do not let the naysayers derail your project. In May of 2007 Council was presented with a petition to stop the project prior to the award of contract the organizers of this petition are now avid supporters of the facility.

PRACTICE UPDATES

New Information:

New information to be posted in 2009.

There may be some new information to add since this practice was first posted. This is especially true if:

- a new process has been implemented in your municipality;
- there are new practice evaluation results; or
- there has been a change affecting organizational direction. For example, explain how new economic conditions or a new vision/strategy affect the practice.

Please indicate those changes here. Don't forget to list any new documents that may be useful to your peers. Then go to "Other Information" to attach the new documents.

OTHER INFORMATION

Suggestions:

Please list relevant information sources that others might use or you would be willing to share (courses, Web sites, literature, experts).

www.sprucegrove.org
 Parkland Leisure Association for Youth (PLAY)
 Randall Conrad and Associates
 Wilco Landscape Contractors
 Earthscape Consultant
 Field Turf

Documents & Attachments:

Please attach (using the "Browse" button below) any documents you would be willing to share with others interested in your practice (e.g. a bylaw, a policy, approval documents, templates).

* Note: If you do not have an electronic copy of a document, please send Municipal Excellence a paper copy for scanning to:

Alberta Municipal Affairs
 Municipal Excellence Network
 17th Floor, Commerce Place
 10155-102 Street
 Edmonton, AB
 T5J 4L4

Copy of Council Agenda Report - August 15 2005.pdf
 Council Agenda Report - August 15 2005.pdf
 Council Agenda Report - June 27 2005.pdf
 Council Agenda Report - May 23 2006.pdf
 Council Agenda Report - September 13 2004.pdf
 Committee Of The Whole Agenda Report - April 18 2005.pdf
 Committee Of The Whole Agenda Report - June 21 2005.pdf
 Committee Of The Whole Agenda Report - May 15 2006.pdf
 News Release - March 9 2007.pdf
 News Release - May 15 2007.pdf
 Request for Decision - July 17 2006.pdf
 Request for Decision- March 5 2007.pdf
 Request for Decision - May 14 2007.pdf
 West District Park Newspaper Articles.pdf
 West District Park Master Plan 2006.pdf
 West District Park News Release June 6 2008.pdf
 Canada-Alberta Municipal Rural Infrastructure Fund Briefing note Dec 2006.pdf
 Good Things are Growing.pdf
 Chronology - Premier Outdoor Sport Facility Development in Spruce Grove
 2008 West District Park Grand Opening Articles
 Communication Plan - West District Park
 Encroachment Agreement - Dec 17 2007
 Environmental Benefits
 Committee Of The Whole- Agenda Report - January 21 2008 - Operational Review
 Approved concept plan
 Picture of the front of the fieldhouse
 View of fields from the viewing deck
 Looking north to the field house

Nominations:

Not at this time.

Do you have any suggestions of other individuals or municipalities with municipal practices that we should add to the Municipal Excellence network? Please list their practice, municipality, and contact information.

Or, e-mail menet@gov.ab.ca and let us know about a municipal colleague that has a really good way of doing things.

COMMENTS

Have we missed something; anything you'd like to add to the areas we have touched on, or an area we have not mentioned? No.