

# Community Hall Sustainability Strategy Update

Council Priorities Committee Meeting  
May 17, 2016

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# Community Hall Sustainability Strategy Update

- Agenda
  - Public Engagement results
    - Presented by Calder Bateman Communications
  - Facility Condition Assessments
  - Community Hall Sustainability Strategy Options
    - Strengthening the Community Association
    - Improving Communication
    - Managing the Physical Assets

# Public Engagement Findings

- Methodology
  - Interviews with Mayor and Council
  - 18 interviews with Community Associations and Seniors Clubs
  - Session with Strathcona County Youth Council
  - Online surveys
- Neutral, third party facilitators
- Great level of candor from participants
- The Community Associations saw the conversations as an important relationship progress

# Public Engagement Findings (cont'd)

- Talked about:
  - Programs and services offered
  - Quality of life impact
  - Challenges and barriers
  - Recent progress on issues
  - Suggested improvements
- Then developed a "*What We Heard*" report
- Conducted follow-up sessions to validate report and get further input to long-term sustainability questions

# Public Engagement Findings (cont'd)

- **Programs and services** offered by Community Associations:
  1. Community-specific programming
    - Indoor/outdoor physical recreation, e.g. yoga, tai chi, skating etc.
    - Senior's leagues, e.g. carpet bowling, floor curling
    - Meeting space for organized sports, e.g. gymkhana, hockey
    - Table games, e.g. bridge, crib, board games
    - Markets, e.g. crafts, farmer's
    - Music nights
    - Social dances
    - Performances
    - Annual events

# Public Engagement Findings (cont'd)

- **Programs and services** offered by Community Associations:
  - 2. County-run programs, e.g.
    - Bookmobile
    - Parent Link
    - Travelling Café
  - 3. Rentals as a community/county-wide service, e.g.
    - Space for clubs, e.g. Girl Guides/4H
    - Organization AGMs
    - Weddings
    - Family reunions
    - Work parties
    - Funerals/ wakes
    - Birthday parties

# Public Engagement Findings (cont'd)

- **Quality of life impact.** These venues are important as:
  - Community “hubs” that bring neighbourhoods to life
  - Places for neighbours to gather and get to know one another
  - Gathering spaces that can be responsive to community wants/needs
  - Connection points to other community efforts
  - Places that reduce social isolation
  - A link to rural traditions

# Public Engagement Findings (cont'd)

- **Barriers and challenges:**

- Volunteer recruitment/deployment
- Over-reliance on a small executive to perform daily duties
- Length of term for executive members
- Balancing programs and revenue from rentals
- Facility limitations
- County processes that are considered cumbersome
- Changing demographics in communities making it difficult to plan
- Feeling underappreciated in their community building efforts

# Public Engagement Findings (cont'd)

- **Recent progress** on issues:
  - Associations grateful for what the County does
  - Relationship has improved over the last year
  - Resource document and contact list in place – groups happy

# Public Engagement Findings (cont'd)

- **Suggested improvements:**

- Better, more consistent communications
  - Quicker responses
  - Proactive communications about requirements/regulations
  - A “Did you Know?” resource
- Creating a common “hub”
  - Way to share information across associations
  - A communications network, e.g. an online resource/blog/umbrella organization
- Information resource/data sharing
  - Access to current community demographic data
- Help to grow/scale up
  - Additional grants/subsidies
  - Streamlining of processes to save time

# Public Engagement Findings (cont'd)

- **Suggested improvements:**
  - Expectations clarified
    - Full understanding of respective responsibilities
      - Particularly related to maintenance and capital improvements
  - Greater clarity around provincial grants
    - How to apply/comply
    - County's role in process
    - Development of a guide/resource
  - Simpler license agreement
    - Plain language guide to responsibilities
    - Relationship-focused agreement on roles and responsibilities

# Public Engagement Findings (cont'd)

- **Suggested improvements:**
  - Small scale renovations, e.g. storage space
  - Ways of involving youth
    - Amenities and programs that appeal to them
    - Wi-fi a necessity
    - Lack of understanding about what's available to them
    - Schools offering credit/recognition for volunteerism
    - Fostering next generation of volunteers

# Follow Up Sessions

- **Strengthening and sustaining Community Associations:**
  - Promotions and communications support
    - County promotions through publications and social media
  - A resource for association excellence
    - Bringing together Community Association best practice materials:
      - Common rental agreement
      - Bylaw advice
      - Volunteer recruitment tips
      - Meeting protocol advice
      - Executive transition

# Follow Up Sessions (cont'd)

- **Strengthening and sustaining Community Associations:**
  - Executive attraction program
    - Greater formal recognition by the County of the value of executive-level volunteerism
  - Opportunities for Associations to connect
    - Share ideas/problem solve together
    - Discuss trends/opportunities

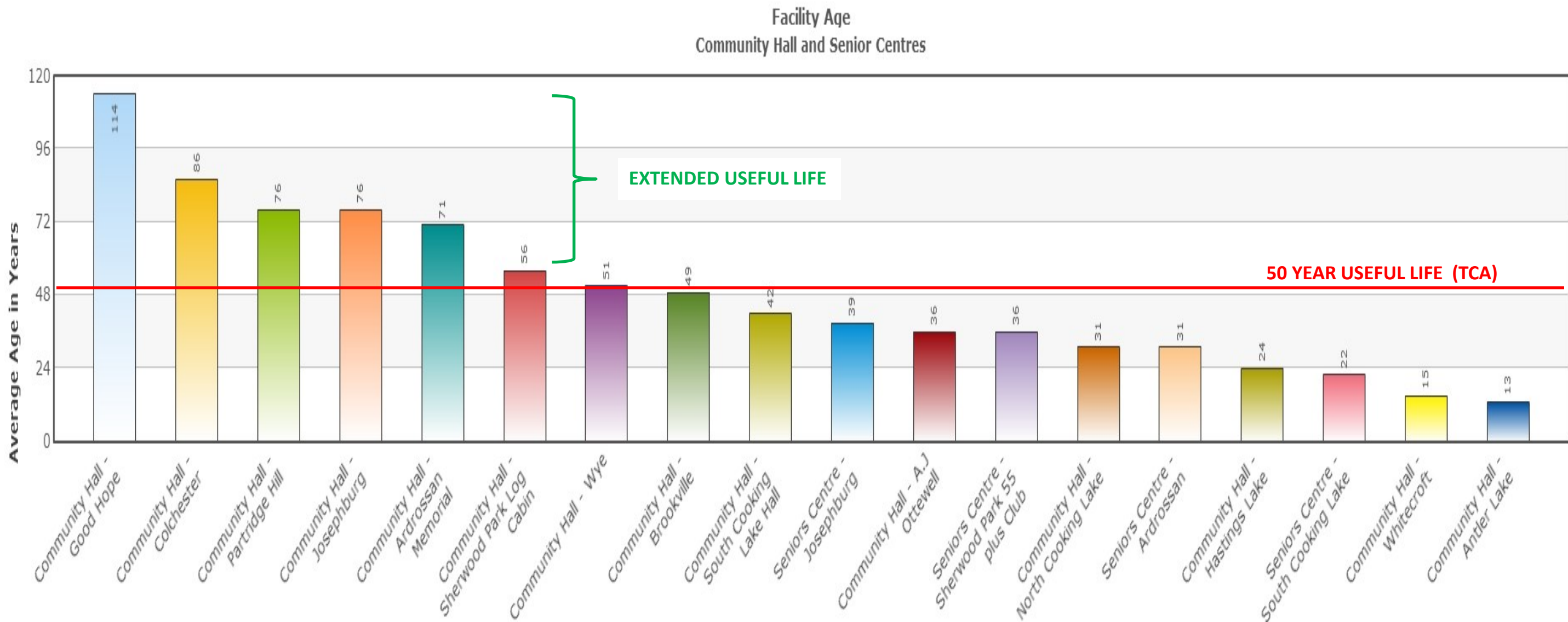
# Follow Up Sessions (cont'd)

- **Strong community hall infrastructure:**
  - Setting project manager and contractor standards
    - Being able to use Association networks for simple work
  - Concentrated/easy to use facility resources
    - Notification when Fire Marshalls/County staff will be in the facilities
    - Dedicated County person for community hall repair and maintenance
    - Orientation/training on FAME
  - County to take on Facility maintenance
    - Allowing Associations to focus on quality of life programming not facility maintenance

# Facility Condition Assessments

- The Facility condition assessments were completed by Ameresco Canada in Q1 of 2016.
  - Visual inspections of the facility to determine current condition.
  - Deferred maintenance and lifecycle renewal estimates based on industry standard costing and estimated at a Class D level.
  - Where necessary, further inspections completed.
  - Information collected has been updated into the Facility Assessment Management program (FAME).


# Facility Age





(as of 2016-05-07 09:57:42)

# Facility Condition Index Rating

Facility	Age	Replacement Value	Current FCI	5 Year EFCI	10 Year EFCI	15 Year EFCI
Antler Lake Community Hall	13	\$546,000	10.1	10.8	11.8	22.1
White Croft Community Hall	15	\$996,800	0.3%	2.3%	8.0%	27.5%
South Cooking Lake Seniors Centre	22	\$505,400	0.9%	2.08%	17.4%	19.5%
Hastings Lake Community Hall	24	\$896,350	1.0%	1.5%	13.7%	20.2%
Ardrossan Senior Centre	31	\$1,000,160	4.9%	7.7%	22.9%	28.2%
North Cooking Lake Community Hall	31	\$999,600	9.4%	10.3%	24.4%	26.7%
Sherwood Park 55+ Club	36	\$1,236,200	0.3%	0.5%	3.5%	14.0%
A.J Ottewell Community Hall	36	\$1,113,000	0.7%	2.1%	6.5%	12.0%
Josephburg Seniors Centre	39	\$882,280	1.1%	3.3%	11.8%	26.5%
South Cooking lake Community Hall	42	\$1,450,680	32.1%	33.1%	40.8%	48.2%
Brookville Community Hall	49	\$579,880	2.6%	3.7%	8.3%	27.3%
Wye Community Hall	51	\$793,800	2.9%	5.9%	27.6%	32.9%
Sherwood Park Log Cabin Hall	56	\$1,695,400	0.5%	16.5%	21.1%	30.5%
Ardrossan Memorial Hall	71	\$1,212,250	0.5%	7.5%	11.2%	15.0%
Partridge Hill Community Hall	76	\$1,061,200	2.5%	12.0%	15.2%	20.1%
Josephburg Community Hall	76	\$799,400	20.4%	23.3%	28.1%	35.9%
Colchester Community Hall	86	\$908,600	0.4%	0.5%	6.8%	17.5%
Good Hope Community Hall	114	\$702,240	22.4%	30.7%	44.1%	52.4%

Good 5% < 

Fair 5% to 10% 

Poor 10% to 30% 

Critical 30%> 

# Current and Future Lifecycle Renewal Estimate (2016\$)

Facility	Age	Replacement Value	2016 Deferred	2017 to 2021	2022 to 2026	2027 to 2031
Antler Lake Community Hall	13	\$546,000	\$55,050	\$4,000	\$21,100	\$40,619
White Croft Community Hall	15	\$996,800	\$3,100	\$49,797	\$192,189	\$129,930
South Cooking Lake Seniors Centre	22	\$505,400	\$4,672	\$11,686	\$78,808	\$14,739
Hastings Lake Community Hall	24	\$896,350	\$9,250	\$87,100	\$26,730	\$57,586
Ardrossan Senior Centre	31	\$1,000,160	\$48,804	\$55,660	\$126,610	\$56,304
North Cooking Lake Community Hall	31	\$999,600	\$93,940	\$112,561	\$40,475	\$20,250
Sherwood Park 55+ Club	36	\$1,236,200	\$4,250	\$32,596	\$6,000	\$194,300
A.J Ottewell Community Hall	36	\$1,113,000	\$7,800	\$15,615	\$48,500	\$61,602
Josephburg Seniors Centre	39	\$882,280	\$9,450	\$24,917	\$70,206	\$129,274
South Cooking lake Community Hall	42	\$1,450,680	\$465,210	\$15,977	\$111,560	\$106,375
Brookeville Community Hall	49	\$579,880	\$15,240	\$9,731	\$24,146	\$112,626
Wye Community Hall	51	\$793,800	\$23,090	\$23,538	\$175,960	\$53,850
Sherwood Park Log Cabin Hall	56	\$1,695,400	\$7,700	\$297,095	\$83,890	\$217,941
Ardrossan Memorial Hall	71	\$1,212,250	\$5,970	\$85,491	\$44,771	\$45,626
Partridge Hill Community Hall	76	\$1,061,200	\$26,912	\$105,102	30,995	\$55,145
Josephburg Community Hall	76	\$799,400	\$163,430	\$22,584	\$50,223	\$51,043
Colchester Community Hall	86	\$908,600	\$4,050	\$3,267	\$60,050	\$91,532
Good Hope Community Hall	114	\$702,240	\$157,500	\$58,070	\$94,382	\$61,194
<b>Totals</b>		<b>\$17,379,240</b>	<b>\$1,105,418</b>	<b>\$1,014,788</b>	<b>\$1,286,595</b>	<b>\$1,499,937</b>

# Current Priority Projects

Over next 15 years approximately \$5 million will be required.

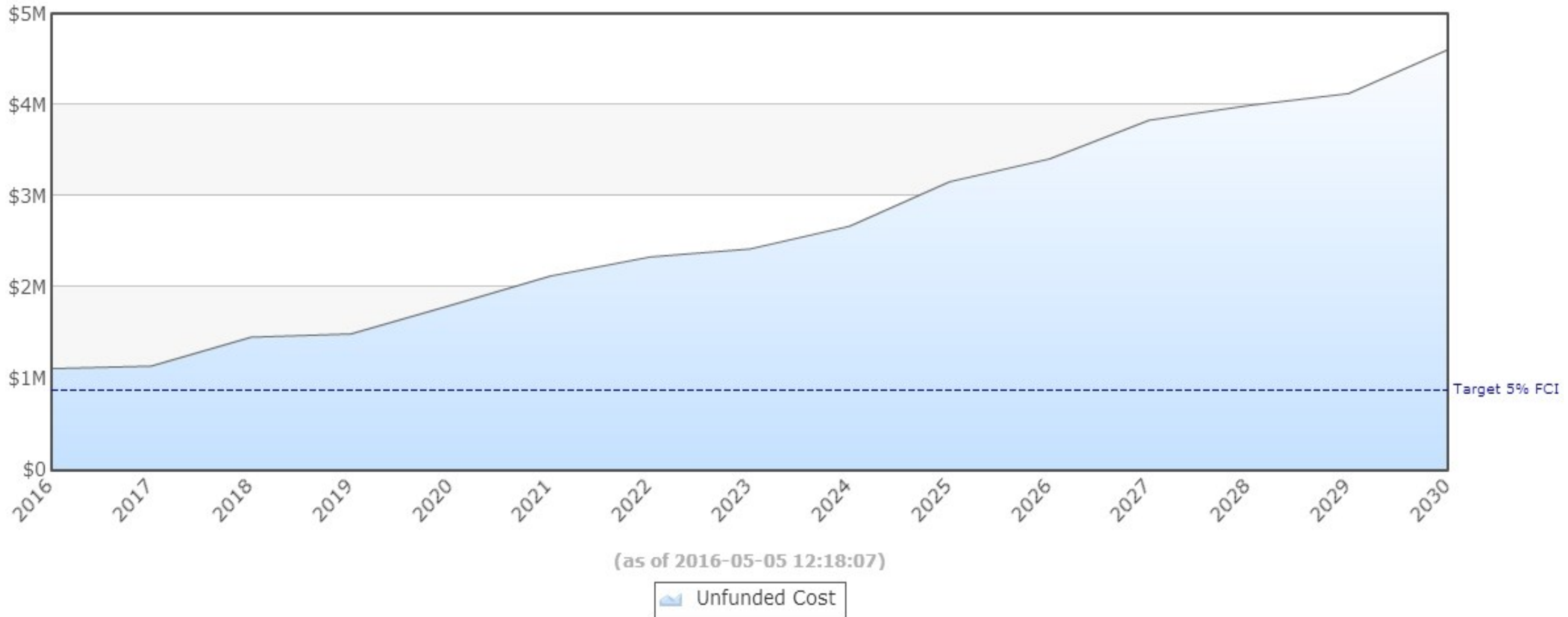
For 2016/17, current priority projects based on the FCI rating include;

• Antler Lake CH	(Mold, water infiltration)	\$ 55,000
• Josephburg CH	(foundation, water infiltration)	\$165,000
• North Cooking Lake CH	(roof and boiler replacement)	\$ 95,000
• South Cooking Lake CH	(foundation, water infiltration)	<u>\$470,000</u>
Priority project Estimate		\$785,000

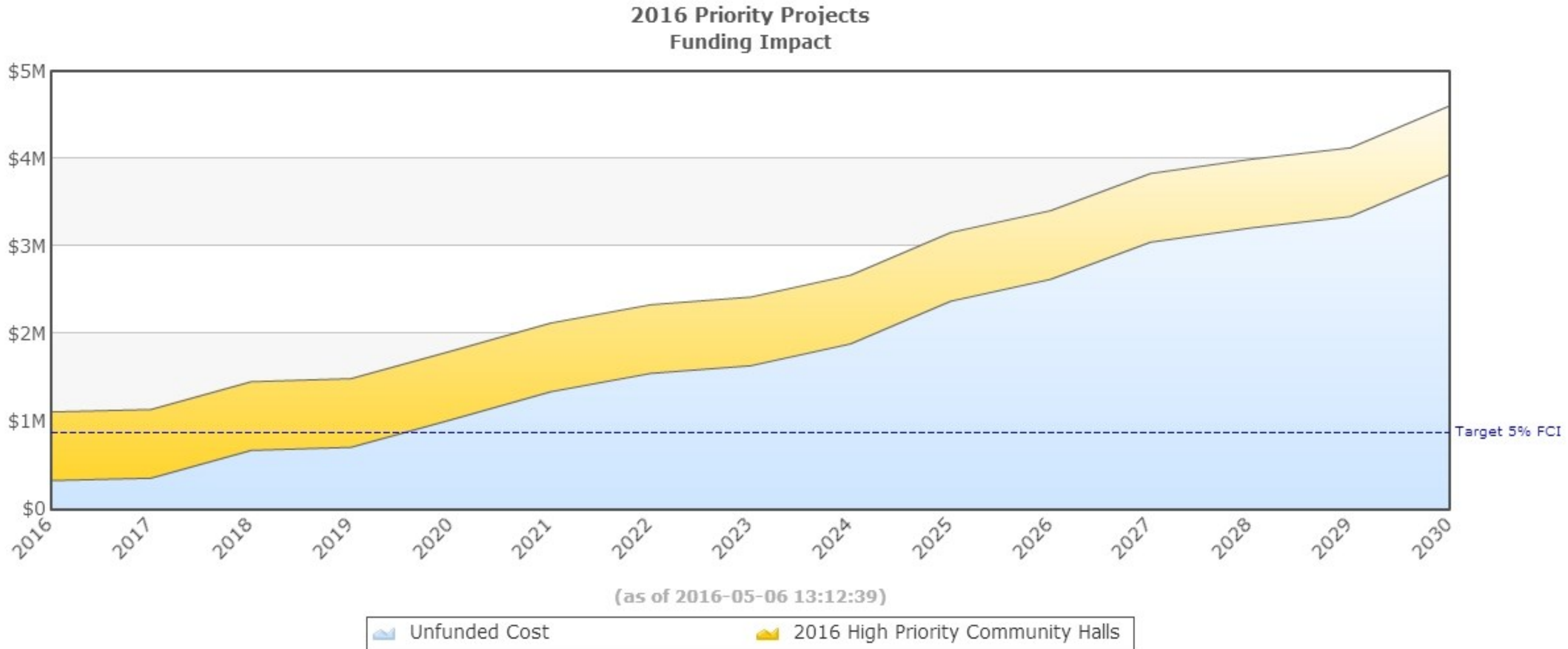
\* Good Hope Community Hall, due to its age requires further review.

# Unfunded Liability (2016\$)

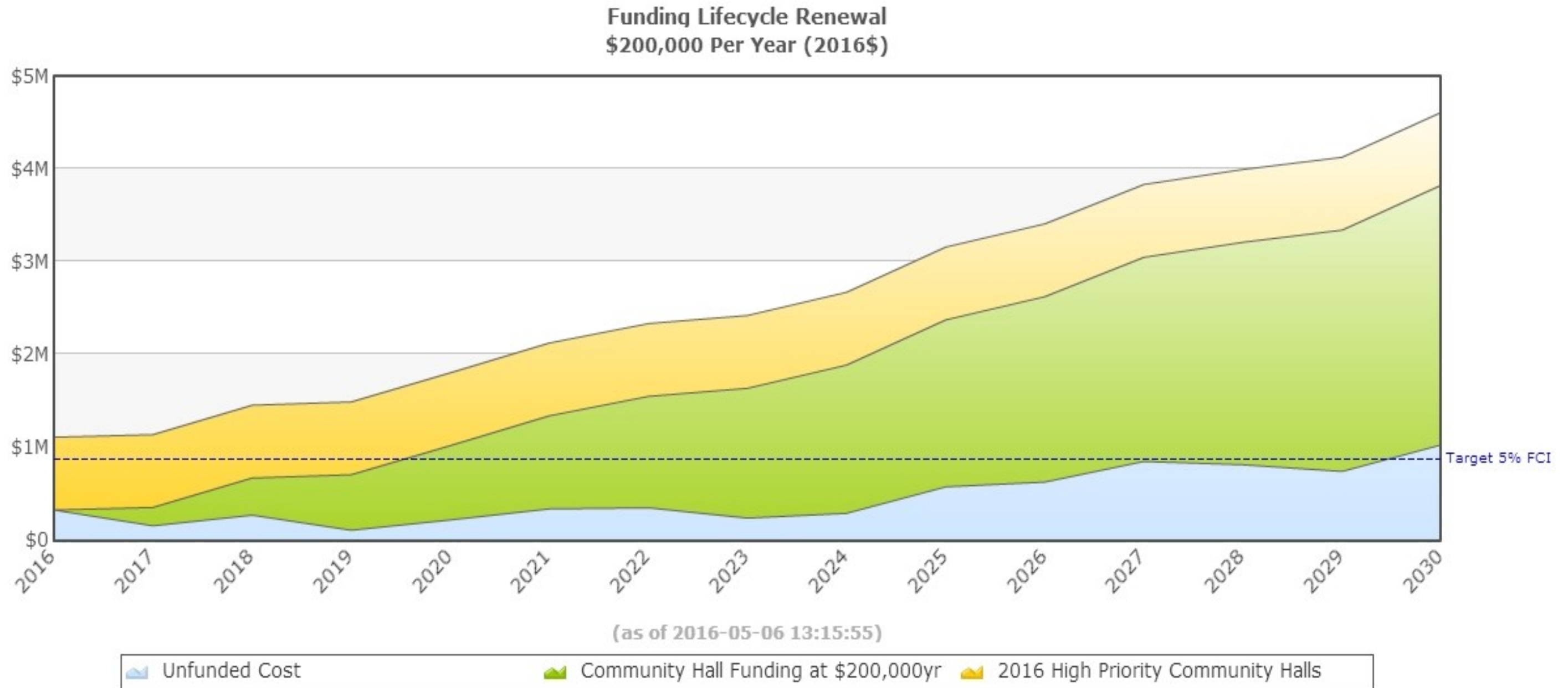
Unfunded Liability  
2016 to 2030



# Funding Requirements (15 years)



# Funding Requirements (15 years)



# Strengthening the Community Associations

## **To support the community hall associations the County can;**

1. Improve the way the County supports the community hall associations
  1. Clarify the County's roles internally
  2. Use existing or create new programs that address association concerns
  3. Review County's/departments' resources to see where a dedicated resource or support program best resides
2. Partner with the Information and Volunteer Centre (IVC) to provide association support
  1. Use existing programs geared to volunteer associations
  2. Use expertise in volunteer recruitment and support
  3. Develop association support network for groups to share learnings/successes

# Improving Communications

## Options to support communications;

1. Increase the use of County Connect for routine inquiries or service requests
  1. Encourage associations to use County Connect as their primary access for information or services.
    1. Aligns with the corporate direction in supporting the community
    2. Increases accuracy in information exchange relating to the delivery of services
2. Consider using the rural liaison offices as a point of contact for connecting information requests with appropriate individuals
  1. Through training of staff and creating an understanding;
    1. Of roles and responsibilities between the County and the associations
    2. Various departments responsibilities and processes
    3. How changing regulations or policies can affect the community halls or associations.
3. Create dedicated County liaison position to support the associations as core position requirement
  1. Provides a resource to be the “go to person” for all inquiries and service requests

# Managing the Physical Assets

## **Develop clear documentation and understanding for;**

1. Building maintenance roles and responsibilities
2. Building repair and project support standards

1. The County increases its support for the building maintenance and lifecycle renewal
  1. Consider increasing resources for routine building maintenance in annual budget
  2. Consider removing community 50% matching funds for lifecycle renewal projects
2. Alternatively; Maintain the status quo
  1. The County and the associations continue to share maintenance responsibilities.
  2. The County and the associations continue to cost share on facility lifecycle renewals.
  3. No increase in service or funding required, how ever building conditions may decline, pending matching funds.

# Managing the Physical Assets Retirement Planning

**Three considerations for planning for facility replacement or retirement.**

- 1. Physical deterioration:** Where the impacts of age and wear and tear, past maintenance practices and environmental impacts make further financial investments into the facility not practical.
- 2. Functional Obsolescence:** Where the facility no longer meets the desired program use or community needs, building or fire code changes.
- 3. Facility Use Value:** Based on use and its value to the community, the facility should be replaced or retired.

Of the three, determining the facility use value is most difficult. Currently there is no formal performance criteria in place.

# Managing the Physical Assets Retirement Planning (cont'd)

**Over the next 5 years, consideration should be given to;**

Plan for the retirement of the buildings that are 75 years or older and rated in poor or critical condition.

Options include;

1. Replace the facilities within their local community
  1. Confirm Community need for a replacement facility.
  2. Develop business case with the community associations to determine, size, use and funding required to replace the halls in what fiscal year.
2. Create community rooms as part of the recreation infrastructure
  1. Following the OSFRS program, review the concept of building community rooms as part of the rural facility upgrades.
  2. Work with the community to verify impacts, both positive and negative.

# Community Hall Sustainability Options

## Managing the Physical Assets

### **For halls not ready for retirement;**

1. Continue to provide maintenance and life cycle renewals to maintain facilities below the 5% facility condition index rating.
  1. Using the FCI rating as a KPI improves reporting, priority setting and investment strategies.
  2. Update facility condition assessments every five years.
2. Continue to review community use annually to determine the level of maintenance and renewal investments required
  1. Review options to address changing community use.
  2. Develop longer range facility renewal plans.

Currently, the majority of the halls are in good shape and are supporting the current community associations delivery of their programs and events.

# Community Hall Sustainability Strategy

Questions?