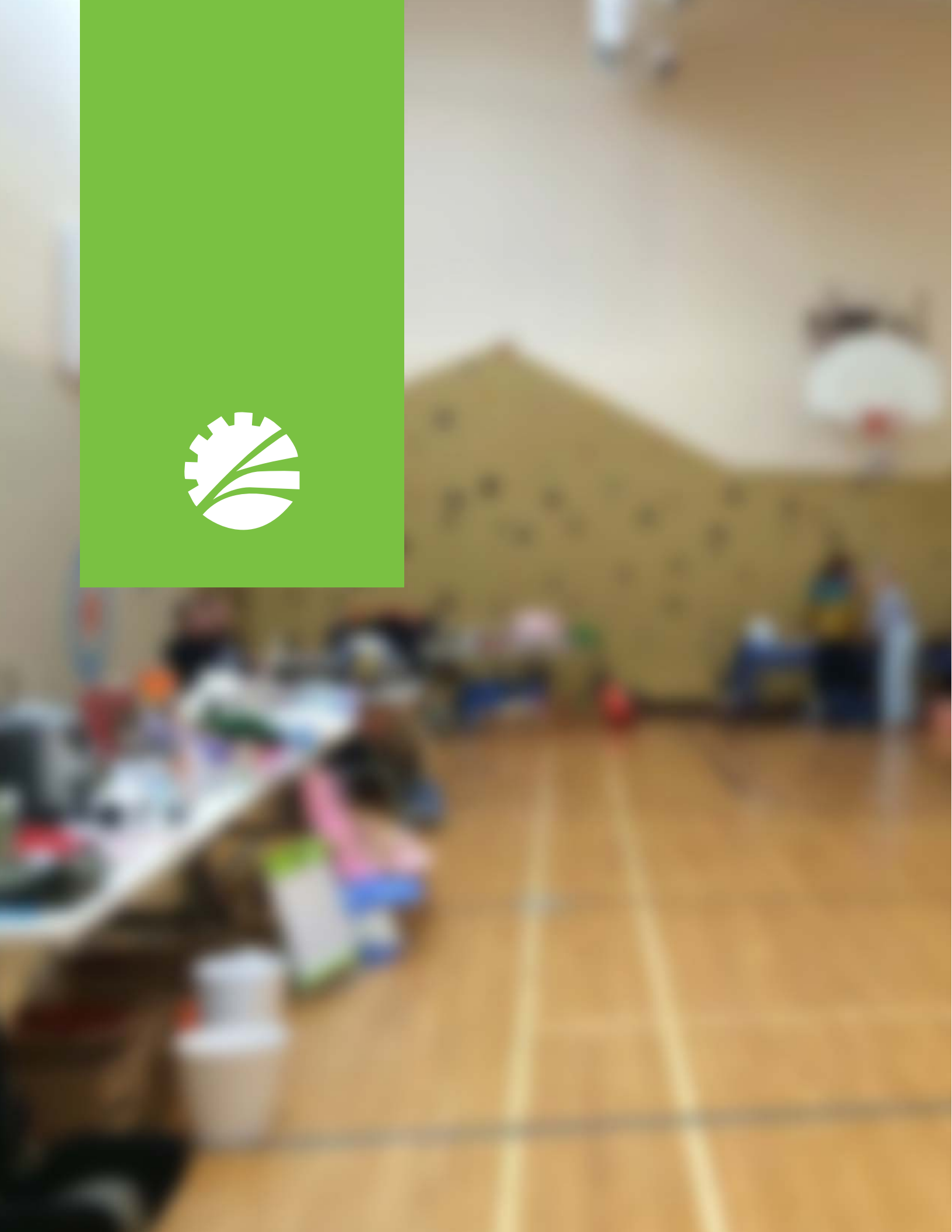




**Keephills
Community Hub
Business Case
Including
Consultation Report**

July 2019





Executive Summary

The Keephills area is home to a number of County residents. Part of the area being a “home” includes the access to amenities and features nearby. The Keephills Hub is one of those amenities that makes the area a better place to call home. Under its current ownership and operating structure, it is home to the local Community Association, local sport groups, the Public Library and is rented for various community events.

The intent of this process was to look at the current state of the facility and outline ways that the use of the facility could be enhanced to create even more impact in the local area and more benefit to residents and visitors. It was also meant to review the current ownership and operating structure, which is unique, to see if any changes or enhancements should be made to improve the current state.

In terms of future use, research and engagement has led to one conclusion: one focus area (be it arts and culture, recreation, economic development, etc.) is not the right answer. Future use of the facility should be a combination of a variety of focus areas, including but not limited to, arts and culture, recreation, learning and library services, and community events.

When it comes to ownership and operations, the current structure has both pros and cons but due to legislative and legal considerations, it is recommended that the County take over the property and operate it under the guidance and advice of an Advisory Board. This will retain the community influence of the Community Association and broader community while ensuring that the asset (as a whole) is protected, reinvested in and used in a coordinated fashion.

The operating costs of the enhanced approach to facility operations outlined in this report are expected to be about \$260,000 per year (up about \$130,000 net from 2019 operating costs incurred) but the benefits and enhancements are extensive.

When County Council chose to purchase part of the facility when the school left, it was expected that the facility would continue to add value to the local area and that there would be potential for it to achieve more. This study, built upon research and input from the local community, outlines ways it can achieve more. Also outlined are way that the Advisory Board and the County can continue to dialogue with the community into the future to ensure the facility remains relevant and impactful for years to come.

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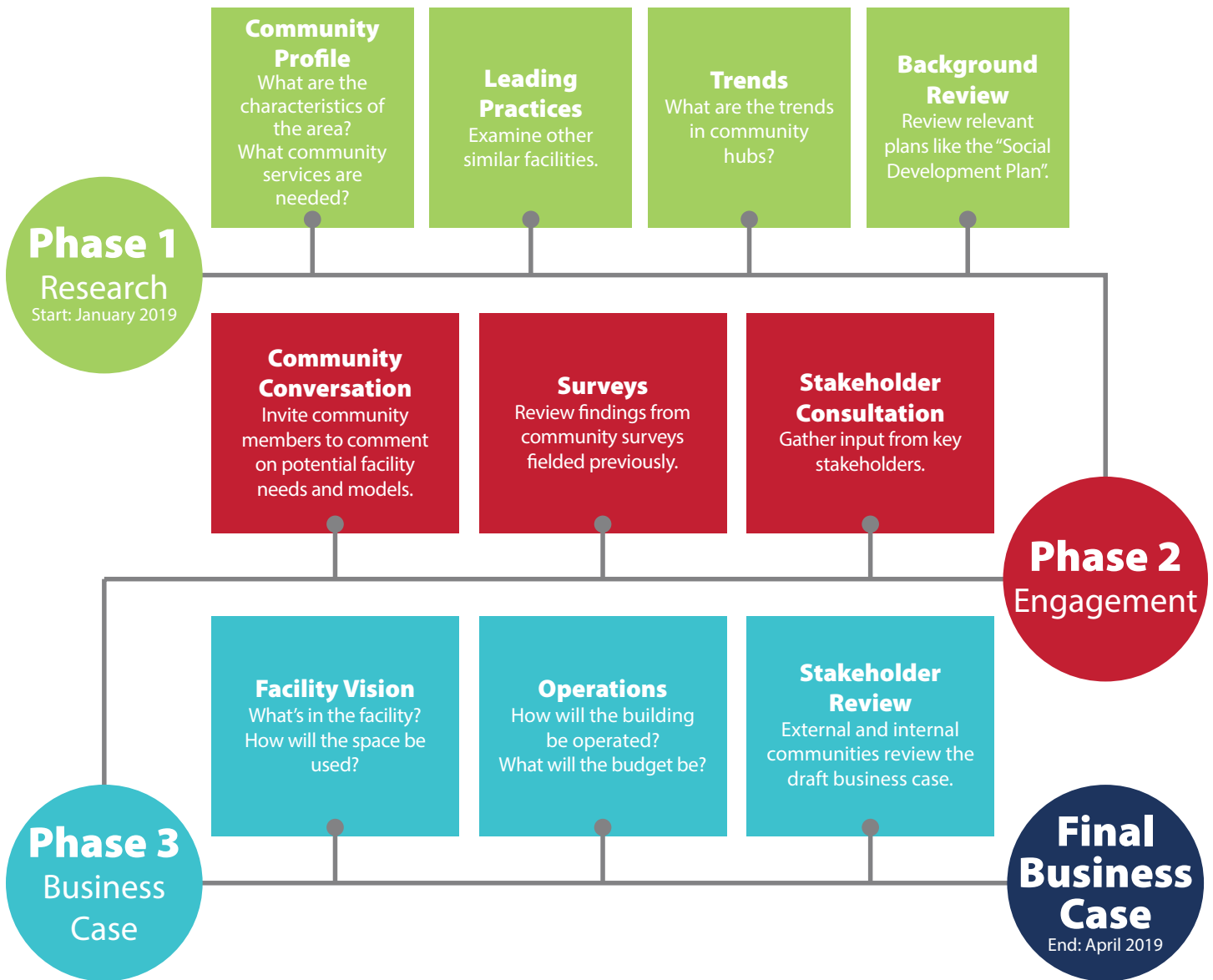
1

Introduction



In 2018 Parkland County assumed ownership of the former Keephills School. The school shared space in a building with the Keephills Community Association (CA) but while the CA's space has been active and animated, for the most part the County's space in the facility was shuttered once the school ceased operation. The exception is the library. The Parkland Regional Library has continually operated out of the space and continues to do so. The library space is part of the County's condominium unit.

As part of Parkland County’s inventory of facilities, the County has undertaken this Business Case study in order to determine the best use for the space. A program of research was undertaken to arrive at this answer; this process is summarized in the following graphic.



The first phase of research included a review of pertinent County studies including Parkland County’s Strategic Plan, the Social Development Plan, and the Parks, Recreation, and Culture Master Plan. An examination of the community including its population and available services was also undertaken. Trends research considering the provision of these types of community spaces was completed – this included a review of the repurposing of former schools in other communities.

Phase two involved community engagement. A series of meetings and interviews were undertaken with agencies, organizations, and key stakeholders in the community. Discussions centred on the current and potential uses for the facility. A community conversation was also convened during which members of the community commented on some potential models for the facility.

These research elements were then utilized to arrive at the vision for Parkland County’s new facility and its operating model.

2

Context



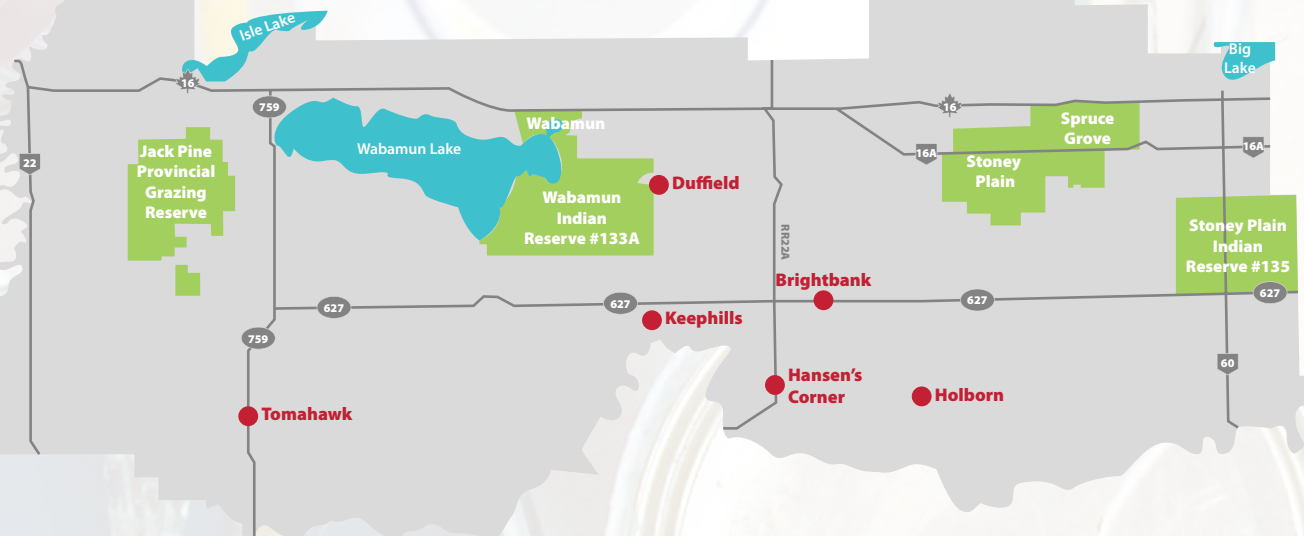
2.1 The Area

The Hamlet of Keephills is along the southern border of Parkland County but centrally located. It is in relatively close proximity to the hamlet of Duffield which has a community hall. Other community halls nearby include Hansen's Corner, Bright Bank, Holborn, and Tomahawk. Refer to the map.

Study Area for Keephills Project

Parkland County

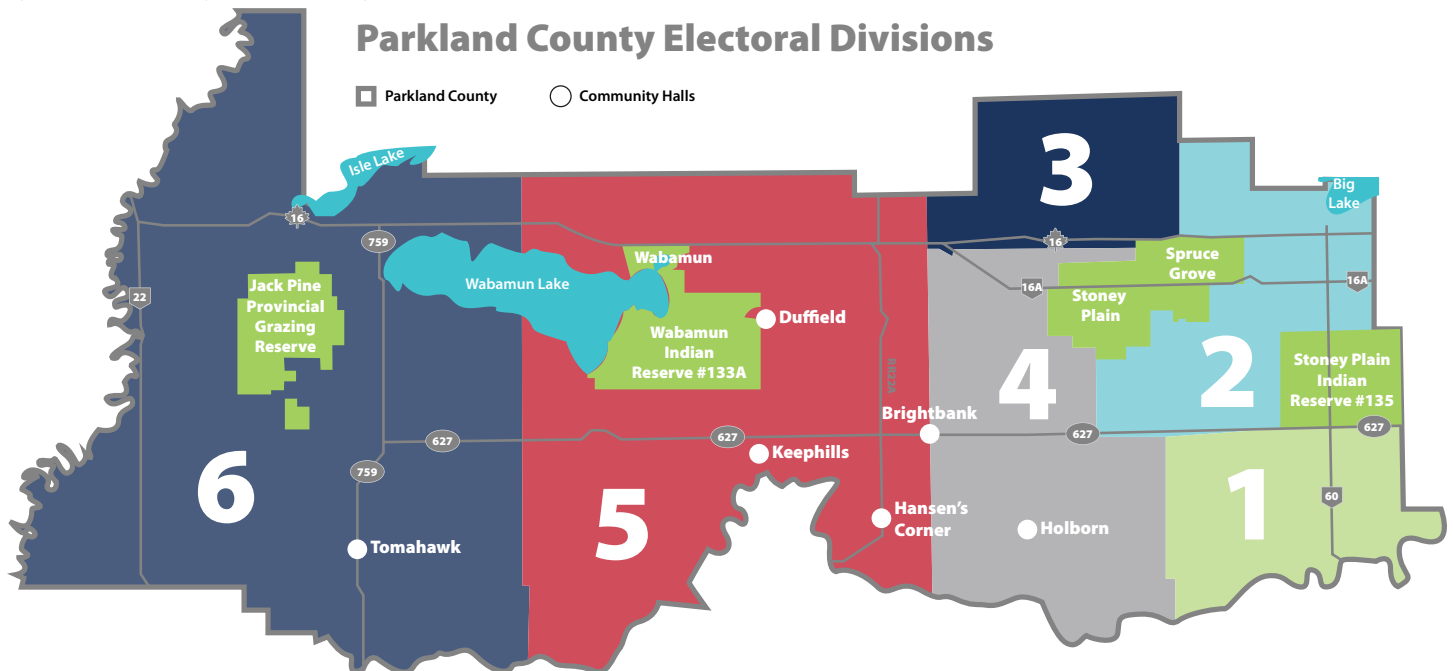
Community Halls



The Hamlet of Keephills has an interesting history. The current “townsite” is the result of the community being relocated to accommodate a mine. The former version of TransAlta relocated the hamlet and built the current facility that included a school and community hall.

Demographics

The Hamlet of Keephills has a population of 48 (Statistics Canada 2016). Duffield, a hamlet minutes down the road from Keephills has a population of 67 (Statistics Canada 2016). Carvel is another relatively close hamlet. According to the 2009 census its population was 19. The Village of Wabamun is also relatively close and has a population of 682 (Statistics Canada 2016) which is an increase from 661 in 2011. This community is a service centre for the area and has the amenities needed to services its own population and the visitor population. While Wabamun presents an opportunity for facility usage with its relatively large population, it is very much self sustainable with a broad range of services to meet residents’ needs. As well its location on Highway 16 means easy access to Stony Plain. Tomahawk is a hamlet west of Keephills and has a population similar to that of Duffield (62). Tomahawk is equidistant from Keephills and Drayton Valley – a town with a population of 7,235 (Statistics Canada 2016) and all the services. Tomahawk is in Electoral Division 6 of Parkland County but Keephills, Carvel, Duffield, and Wabamun are all in Electoral District 5. It is important to note that some County projections suggest the population of the hamlet may reach 64 by 2061 (Community Scan and Analysis Report, April 2015, ISL).



The population of Electoral District 5 is 4,905 (2011 census)¹ which is a slight decline from 2005.

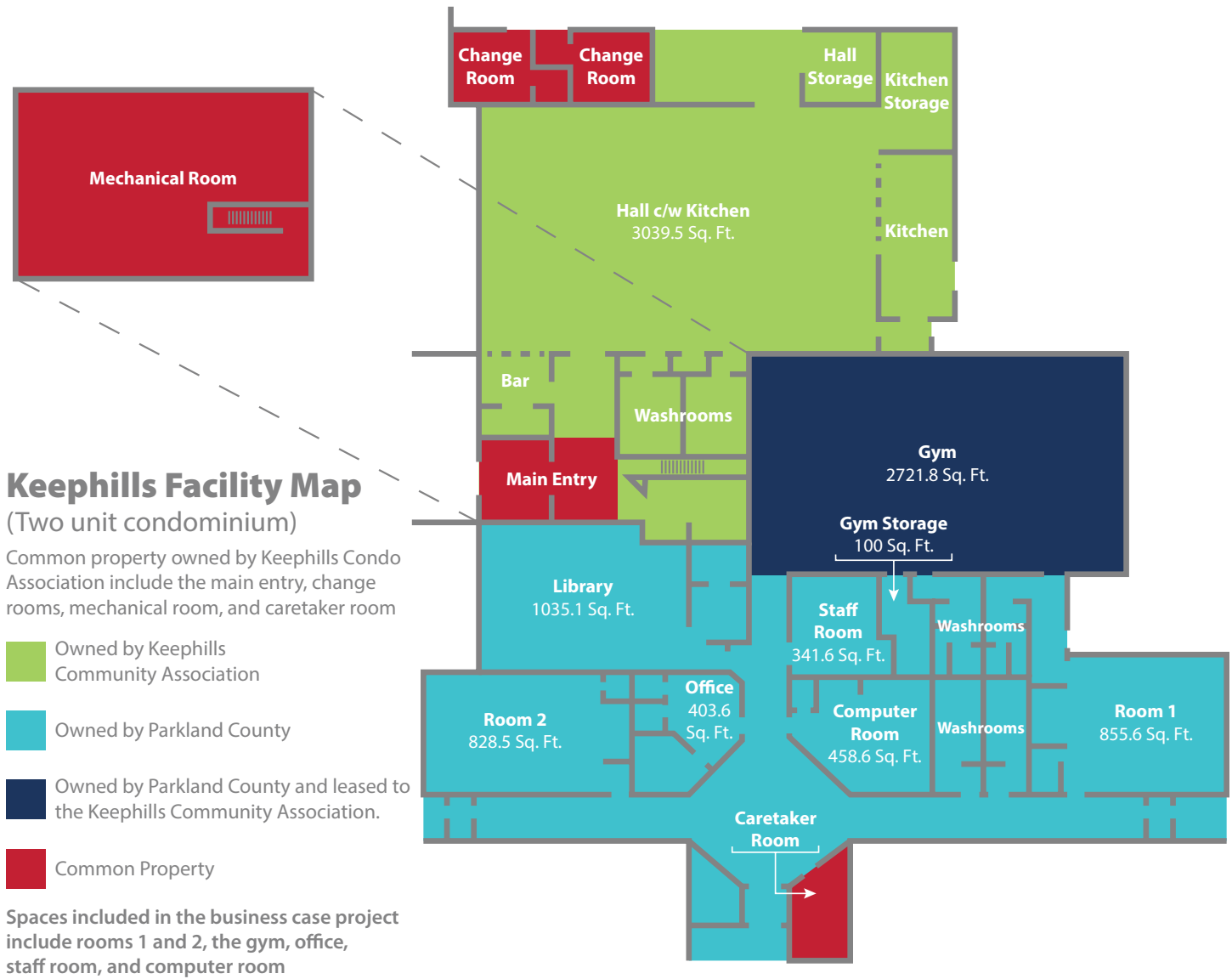
Year	Population			
	Carvel	Duffield	Keephills	Division 5
1971	26	63		
1976	29	83		
1981	21	76	16	
1986		72	30	
1991		57	21	
1996				
2001				
2005	27	70	43	4943
2006				
2009	19	69	51	
2011		75	50	4905
2016		67	48	

¹ 2016 population figures were sourced from Statistics Canada. For some of the communities census information was not available for the 2016 census. The other population information was obtained from the “Community Scan and Analysis” report dated April 2015.

2.2 The Building

The school was closed at the end of the school year in 2015. After sitting empty and unused for three years, Parkland County assumed ownership and immediately began investing time and money in the facility to address functional and capital issues. This investment involved addressing some issues with plumbing, adding in windows, replacing flooring, painting the space, and other enhancements and improvements. Parkland County's expenditure on these improvements was approximately \$564,000 (including capital and maintenance contributions made by Parkland County between 2017 and 2019). The facility does have fiber optic internet which provides superb capability for wireless connectivity. This supports the library's services and is valuable for other uses in the facility.

The building is set up as a condominium structure with the Keephills Community Association and Parkland County being the two owners of the building. They are governed by a Condominium Agreement. The facility floor plan below identifies the portions of the entire facility that is Parkland County's (also referred to as Unit One in the Condominium Agreement, found under separate cover). The components in blue identify the County's spaces while the green portion is Keephills Community Association's space. The red components are jointly owned by both members of the condominium. There are some outdoor amenities that are jointly owned as well including the outdoor rink and the amphitheatre. Of note is that both owners, the County and the Community Association, are responsible for the upkeep and maintenance of their respective units (Clause 81.a) and 81.b), page 36 of the Condominium Agreement) and they are jointly responsible for Common Property and adjacent outdoor amenities (parking lot, landscaping, etc.).



2.3 Existing Uses

There are two entities that formally utilize the facility. **Parkland County Libraries** operates out of the facility – specifically the Library has a lease arrangement with Parkland County to operate out of the space. The library’s hours of operation are Tuesday from 8:30 a.m. to 4:30 p.m., Wednesday noon to 8:00 p.m., and Friday 10:00 a.m. to 6:00 p.m. In addition to its regular operations - collection and circulation; wi-fi use; read / work space; and computer usage – the library offers an array of programming. This programming is hosted within the library itself and through use of the Community Association’s (CA) hall. Programming targets infants, children and youth, adults, families. Some of the programming includes: book club; yoga; wild tea making; sensory playtime; and Canada Day (in partnership with the CA). Library staff and volunteers host some of the programming; in other instances the Library contracts an instructor to run the program. According to the Library’s annual report (2017) the Keephills Library has 248 cardholders and had 3,241 person visits in the year. Over 4,600 items were borrowed that year and with the 74 programs offered there were 700 participants.

The **Keephills Community Association (CA)** also offers its own programs in its space; the CA also rents the space out to other organizations and individuals. The CA has a lease arrangement with Parkland County for the gymnasium space. In turn the CA rents the gymnasium to two different gymnastics clubs who offer several days of programming per week over several months per year. Events and programs offered out of the CA’s space includes Canada Day, community garage sales, skating activities, industry and community meetings, weddings, reunions, and so on.



3

Background Review



A number of existing County plans and strategies have been reviewed with pertinent elements identified and presented on the following pages. It is important when considering the future of the Keephills Community Hub to review declarations and strategic direction from the existing documentation.

3.1 Municipal Development Plan – Bylaw 2017-14

The Municipal Development Plan (MDP) is a requirement of the Alberta Government. The MDP guides the long term planning and land use of the County. The MDP includes its own vision:

Parkland County will steward our natural environment and foster a sustainable and diverse economy while maintaining our rural character. We will be innovative and creative in growing a healthy community that provides equitable opportunities for all, and we will celebrate our heritage and culture.

The MDP identifies Entwistle at the extreme western edge of the County as a Priority Growth Hamlet while Duffield and Tomahawk are identified as Growth Hamlets. Keephills is labelled as a Rural Hamlet.

Priority Growth Hamlets: full service rural communities with a range of land uses, housing types, rural services and minimum density requirements.

Growth Hamlets: are smaller than Priority Growth Hamlets in size. They have some municipal servicing, amenities and alternative forms of housing. Prioritization for investment in Growth Hamlets will follow after Priority Growth Hamlets. These growth hamlets are anticipated to grow at or above traditional rates of growth.

Rural Hamlets: are communities that have been identified for growth that do not require municipal servicing and additional amenities.

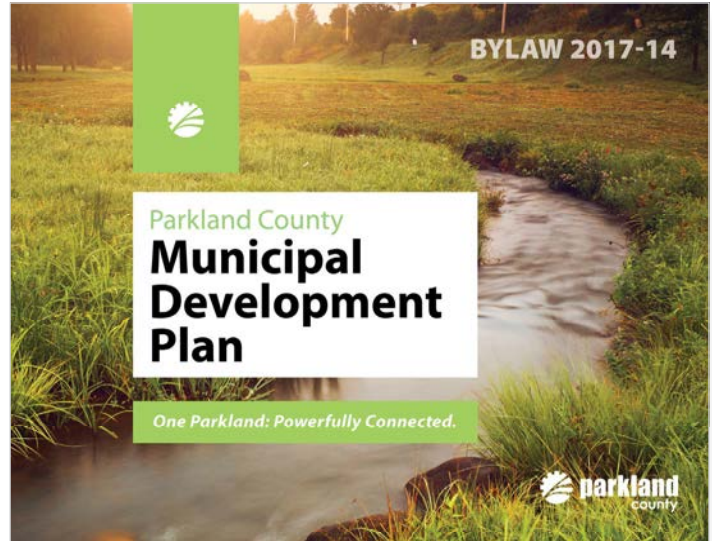
There are several policies articulated that can reflect on the new Keephills Community Hub.

Policy 6.0.2 Vibrant Hamlets & Hamlet Character

- a. Development within hamlets should complement and enhance the existing character of the hamlet through proper design measures, including scale, massing, architecture, landscaping and urban design

Policy 6.0.6 Supporting Mixed Use Development in Hamlets

- a. Development within hamlets is encourage to provide a full range of land uses including:
 - i. residential uses;
 - ii. local commercial retail uses;
 - iii. institutional and community uses such as schools, community halls, and religious assemblies;
 - iv. recreational and cultural uses;
 - v. light industrial uses where they are compatible with adjacent land uses; and
 - vi. other uses as appropriate.
- b. Compatible land uses may be mixed within buildings or on individual sites



- c. Local employment and services are an important part of maintaining viable hamlets. The County encourages employment opportunities and services to locate within hamlets as part of mixed use development.
- d. The County will foster innovative development forms and patterns that are compatible with the existing hamlet development.

Policy 8.1.6 Providing a Local Benefit

- a. Recreation and resort development should provide a local and regional societal community and / or employment benefit.

In the section Transportation and Utility Infrastructure Range Road 32 from Duffield to Highway 627 is identified as a proposed arterial. This is essentially the roadway from Duffield to Keephills.

3.2 Integrated Community Sustainability Plan – October 2017

The Integrated Community Sustainability Plan (ICSP) sets out the long term path to a sustainable County. It has:

- Five pillars of sustainability;
- Eighteen aspirational sustainability objectives; and
- A work plan that integrates with Council’s Strategic Plan.

The ICSP provides direction for the County for the next 20 to 30 years as to how it can:

- Promote balanced growth;
- Ensure healthy ecosystems;
- Build complete communities;
- Diversify the economy; and
- Deliver inclusive governance.

One of the 5 planks refers to the community. This is “a state in which the community’s social and cultural traditions thrive now and in the future.” This section of the ICSP identifies four broad objectives accompanied by a strategy.

Objective: good quality of life for all residents

Strategy: lobby for and support accessible services, programs and facilities that meet health, education, recreational, employment and housing needs of all residents.

Objective: a vibrant rural character, sense of community and strong local heritage

Strategy: define and plan for the aspects of our community that create rural character, sense of community and local heritage.

Objective: a variety of lifestyle options, recreational amenities and facilities

Strategy: encourage and facilitate recreational and social facilities and programs that reflect community needs.



3.3 A Social Development Plan – June 2018

The purpose of the Social Development Plan was to identify social needs and develop potential options for meeting these needs. Parkland County is committed to helping ensure healthy communities for residents and through this Plan the means to do that is addressed.

The Plan identifies guiding principles that together help shape efforts to ensure healthy communities. One principle states, “Quality, diverse recreation, culture, and arts opportunities that promote a healthy lifestyle and social engagement.”

Pertinent recommendations of the Plan are noted below.

Provide diversity and improved access to recreation and leisure opportunities.

- Recreation and leisure are unique in their ability to build capacity – the personal, social, economic, and environmental benefits of recreation are the essence of a healthy community and individual well-being.

Build capacity within communities in the County.

- There should be a focus to build capacity within each hamlet to support their youth, encourage and facilitate volunteerism, have local access to programs and services, host local events, have a local support network, and engage in rural crime watch.



3.4 Parks, Recreation and Culture Master Plan – May 2017

This Master Plan provides long term direction to the parks, recreation and cultural services over the next 20 years. The Plan identifies a number of desired outcomes including:

- Individual & Community Health & Well-being
- Accessible, Diverse & Inclusive

Some pertinent recommendations:

- Enable easy access to quality and diverse recreation facilities
- Enhance recreation programs
- Community halls for the future – small exhibition spaces for visual arts or heritage displays
- Focus attention on placemaking



4

Trends



This section presents trends in the provision of community facilities. While not all presented herein may be directly applicable in the Keephills context, the ideas and practices do shed some light on approaches to be considered. Some examples of other repurposed schools are also provided to explain how other municipalities and community groups have approached this type of situation.

4.1 Flexible and Multi-Use Spaces

Community facilities are being designed to accommodate multiple activities and to encompass a variety of different components. The benefits of designing multi-use spaces include the opportunity to create operational efficiencies, attract a wide spectrum of users, and procure multiple sources of revenue. Providing the opportunity for all family members to take part in different opportunities simultaneously at the same location additionally increases convenience and satisfaction for residents. Creating spaces within a facility that are easily adaptable and re-configurable is another growing trend observed in many newer and retrofitted facilities. Gymnasium spaces and field house facilities are being designed with adjustable barriers, walls, bleachers, and other amenities that can be easily set-up or removed depending on the type of activity or event. Classroom spaces can accommodate board meetings, yoga classes, paint nights, and a myriad of other activities. Having storage and cupboards along with moveable furniture can help ensure spaces are multipurpose.

4.2 Integrating Indoor and Outdoor Environments

A newer concept in recreation infrastructure planning is to ensure that the indoor recreation environment interacts seamlessly with the outdoor recreation environment. This can include such ideas as indoor/outdoor walking trails, indoor/outdoor child play areas, and indoor/outdoor aquatics facilities. Although there are a number of operational issues that need to be considered when planning indoor/outdoor environments (e.g. cleaning, controlled access, etc.) the concept of planning an indoor facility to complement the site it is located on (and associated outdoor amenities included) as well as the broader community parks and trail system is prudent and will ensure the optimization of public spending on both indoor and outdoor recreation infrastructure. Integrating indoor and outdoor environments is also achieved by ensuring interiors have good opportunities to view the outdoors.

4.3 Ensuring Accessibility

Many community facilities are putting significant focus on ensuring that user experiences are comfortable including meeting accessibility requirements and incorporating designs that can accommodate all potential participants. Meeting the needs of various user groups is also an important aspect of accessibility. Incorporating mobile technologies, rest spaces, child-friendly spaces, crafts areas, and educational multi-purpose rooms for classes and performances is an emerging trend. Accessibility guidelines set by governments, as well as an increased understanding of the needs of different types of visitors, is fueling this trend.



4.4 Achieving Enhanced Financial Sustainability Through Revenue Generating Spaces

Operators of community facilities are being required to find creative and innovative ways to generate the revenues needed to both sustain current operations and to fund future expansion or renovation projects. By generating sustainable revenues outside of regular government contributions, many facilities are able to demonstrate increased financial sustainability and expand service levels. Lease spaces provide one such opportunity. Many facilities are creating new spaces or redeveloping existing areas of their facility that can be leased to food and beverage providers and other retail businesses. Short term rental spaces are another major source of revenue for many facilities. Lobby areas, program rooms, and event hosting spaces have the potential to be rented to the corporate sector for meetings, team building activities, holiday parties, and a host of other functions. Advertising spaces, sponsorships agreements, and naming rights are tactics used to generate revenue.

4.5 Enhanced Amenities

The inclusion of social amenities provides the opportunity for multipurpose community recreation facilities to maximize the overall experience for users as well as to potentially attract non-traditional patrons to the facility. Examples of social amenities include attractive lobby areas, common spaces, restaurants and cafeterias, spectator viewing areas, meeting facilities, and adjacent outdoor parks or green space. Public facilities, especially in urban areas, are equipped with public wireless Internet. Additionally using public space as a public gallery space or to display and educate visitors about local history enhances these community hubs.



4.6 Repurposed Schools – Other Examples

Repurposing or re-using former schools is not an uncommon situation in communities near and far. Five examples are presented as follows.

Metchosin Arts & Cultural Centre

Metchosin is a rural community outside of Victoria, BC. An elementary school was built in the community in 1914 and was then closed in 2003. A local arts and culture association leased the building for a number of years and in 2017 the school district wanted to sell it. The municipality bought the building and intends to keep it as an arts and culture centre. Current tenants (through the arts and culture association) include various art studios (painting, sculpture, photography, leather, canvas, soap making, and music), a seniors resource centre, and concert band space.



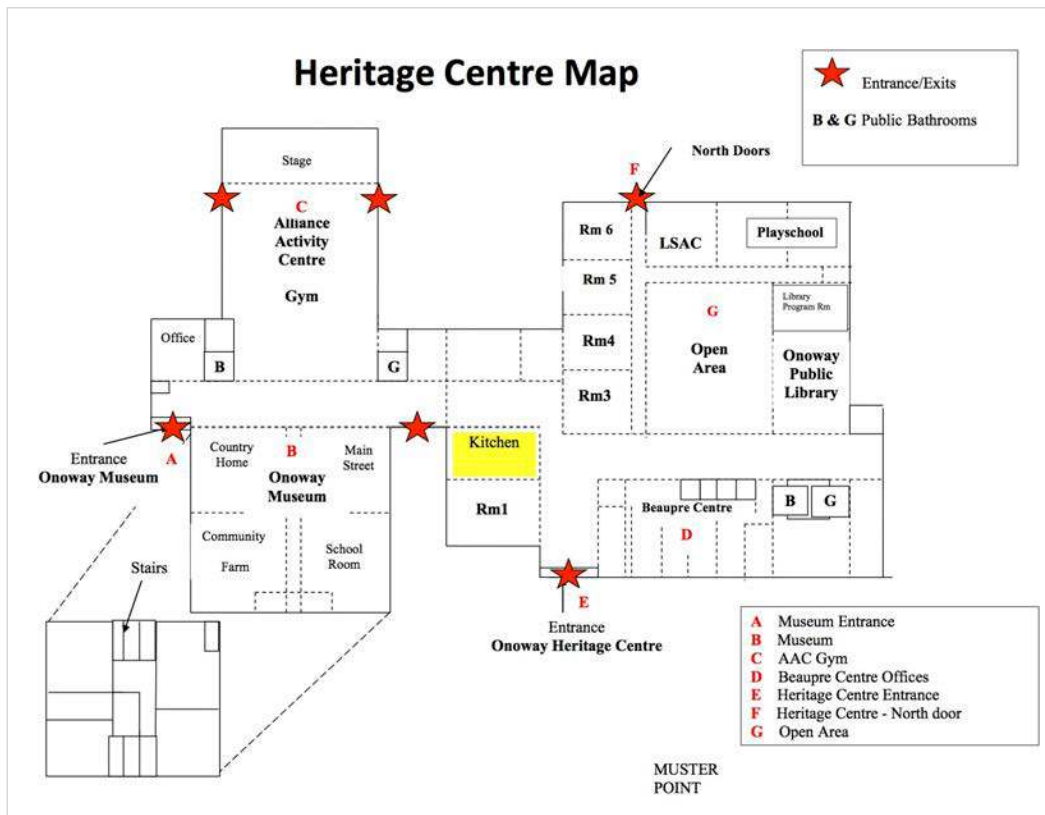
Images Sourced from metchosinartcentre.ca

Onoway Heritage Centre and Museum

This recommissioned elementary school in Onoway was built in 1921 and vacated in 2007. The Onoway and District Historical Guild purchased the building from Northern Gateway Public Schools and it now houses the public library, a play school, meeting rooms, and a church. Also part of the building is a museum, heritage centre, gymnasium, and multiple classrooms. Examples of organizations that use the facility include Girl Guides, Scouts, and Cadets while other activities include Jujitsu, yoga, and music lessons.



Images Sourced from www.onowaymuseum.ca



Map Sourced from www.onowaymuseum.ca

Qualicum Commons

Qualicum Beach, BC is located within the Regional District of Nanaimo (RDN). This community facility is a former elementary school that originally opened 1949. It now houses an alternative educational program and the rest is leased for community use. The facility is still owned by the school district but community space is leased to the Regional District of Nanaimo. Typical uses include FCSS-type programming and services. The school district also leases two other schools to the RDN for community use.



Image Sourced from www.pqbnews.com

Seniors Connecting in Qualicum Beach

Enjoy social interaction, presentations and a light lunch



Monthly on Tuesdays between 11:30 am and 1:00 pm at Qualicum Commons. Transportation provided.

- Participants include:
- 65+
 - Live in Qualicum Beach
 - Mobile (walkers, wheelchairs, other mobility devices)

SOS Community Services Centre
 Qualicum Commons: 744 Primrose Street
 250.752.2040 ext. 1 | betterathome.ca
www.sosd69.com | [facebook.com/sosd69](https://www.facebook.com/sosd69)

School Nite Out

Grades 7, 8 & 9

Mondays in Qualicum Beach
 3:30 pm - 6:30 pm



Want to meet new friends, eat good food and go on a few mini adventures? Sign up or drop-in to SNO for dinner, field trips, music, games and more.

SOS Community Services Centre
 744 Primrose Street (Qualicum Commons)
childdandyouth@sosd69.com | 250-248-2093 ext. 232
www.sosd69.com | [facebook.com/sosd69](https://www.facebook.com/sosd69)



Posters Sourced from www.sosd69.com



Image Sourced from www.sosd69.com

Crowsnest Museum & Archives

Within the municipality of Crowsnest Pass, Coleman, AB there is a former high school that was converted to a museum in 1985. The museum is operated by the Crowsnest Historical Society. The original school opened in 1937 and closed in 1963. It is now formally recognized as a historical building.



Images and Poster Sourced from www.crowsnestmuseum.ca

MD McEachern Community Centre

Also within Crowsnest Pass (Bellevue), this school was purchased approximately 10 to 15 years ago by the municipality. It includes a gymnasium, commercial kitchen, numerous classrooms and meeting rooms. The facility also house the municipality's Community Services offices. Lease holders within the space include an indoor playground, nursery school, sports and recreation groups. There is intermittent group use of the office spaces and regular community use of the gymnasium.



5

Engagement



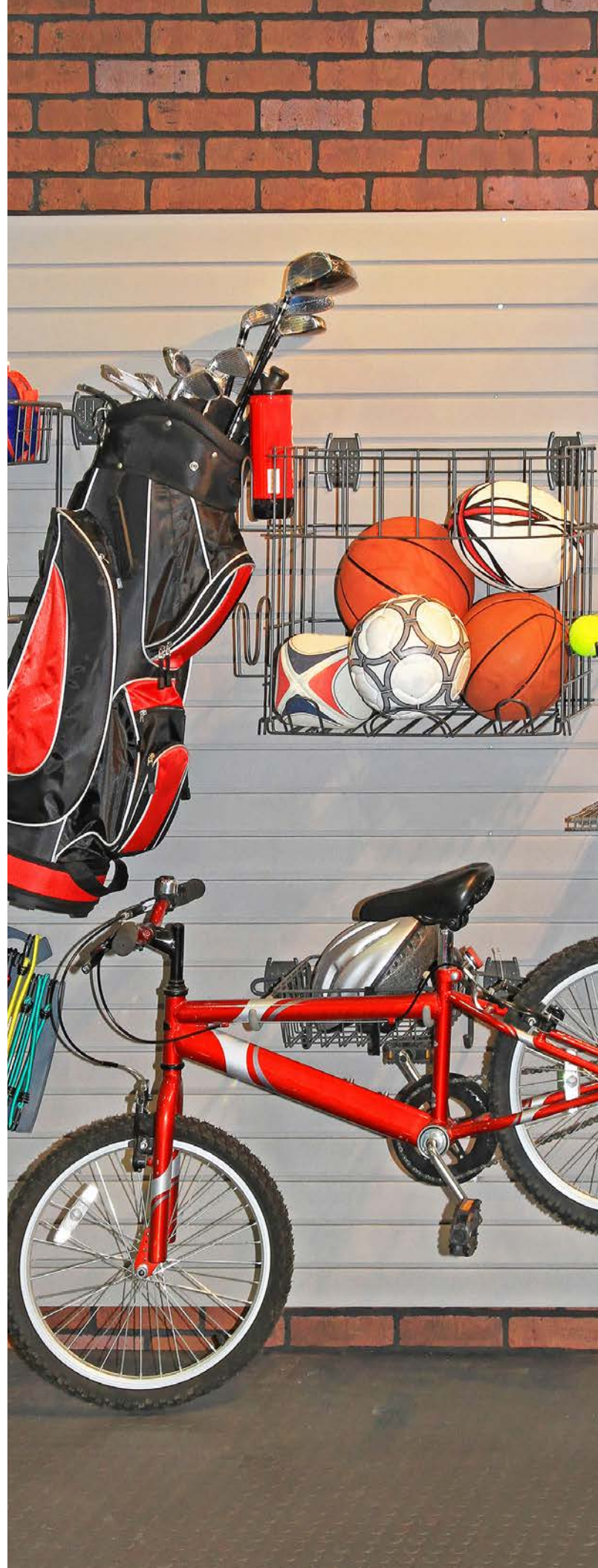
There were two main planks of an engagement program that were implemented to gather public and stakeholder perspectives regarding this new Parkland County space. The first tactic included meetings and interviews (both in-person and via telephone) with a variety of individuals and perspectives. The second tactic was the facilitation of a Community Conversation to gather reaction to several proposed thematic approaches to facility usage. A synopsis of the findings from each mechanism is presented on the following pages.

5.1 Stakeholder Interviews & Meetings

A series of meetings and interviews were convened with stakeholders to discuss the potential uses for the new Keephills Community Hub. The conversations included those with direct recent experience in the facility to those who spoke about the potential for the space from a more distant perspective. See the Appendix for a list of interview participants.

The following points summarize what was heard during the conversations.

- The Keephills location can serve as a base to provide services to those west; Some transportation issues may be averted by offering services from Keephills
- Revenue generation should not be the deciding factor regarding future use
- Use as a community hub whereby traffic and support to the "local" community is paramount
- Complement existing uses of the facility
- Take advantage of the natural setting around the facility
- Marketing and promotions of activities will be key to enhance utilization and impact
- Interest expressed for a variety of uses / activities for classroom spaces; hall space is large and could accommodate many things
- There is a need for ongoing office / meeting space
- There is a need for affordable space for entrepreneurs
- There is a need for storage space
- The facility could be used for a community board room
- The facility could host fitness spaces
- The library is a key community resource that provides a variety of programming; it is at capacity
- One organization expressed interest in a dedicated meeting / office space.



5.2 Community Conversation

A community conversation was convened the evening of May 9th, 2019 at the Keepphills Community Association Hall. The session involved a brief presentation reminding attendees of the purpose of the study and the current situation; an overview of the stakeholder meetings and interviews was shared as well.

Attendees were then presented with several themes describing potential uses for Parkland County's Community Hub. The themes provided a general overview of the types of uses for the various spaces in the County's portion of the facility. For each theme, attendees were asked to discuss the benefits of using the space in that manner, and challenges associated with that theme. They were able to provide any comments related to the theme and finally were asked their overall thought about using the space in the manner as described by the theme.

The themes presented are described as follows.

<h1>1</h1> <h3>Enhanced Existing</h3> <ul style="list-style-type: none">a. Community centreb. Additional library spacec. Meeting room / board roomd. Multipurpose program room 	<h1>2</h1> <h3>Recreation / Activity Hub</h3> <ul style="list-style-type: none">a. Leverage outdoor spaceb. Provide space for outdoor users indoorsc. Equipment rentald. Camp programs operate from the space 	<h1>3</h1> <h3>Health & Wellness</h3> <ul style="list-style-type: none">a. Spab. Social programmingc. Public health clinicd. Massage therapy 	<h1>4</h1> <h3>Incubator / Business Hub</h3> <ul style="list-style-type: none">a. Shared resourcesb. Hot desks / mini workstationsc. Board roomd. Good connectivity 	<h1>5</h1> <h3>Arts & Culture Hub</h3> <ul style="list-style-type: none">a. Gallery spaceb. Workshop spacesc. Museumd. Classroom / training 
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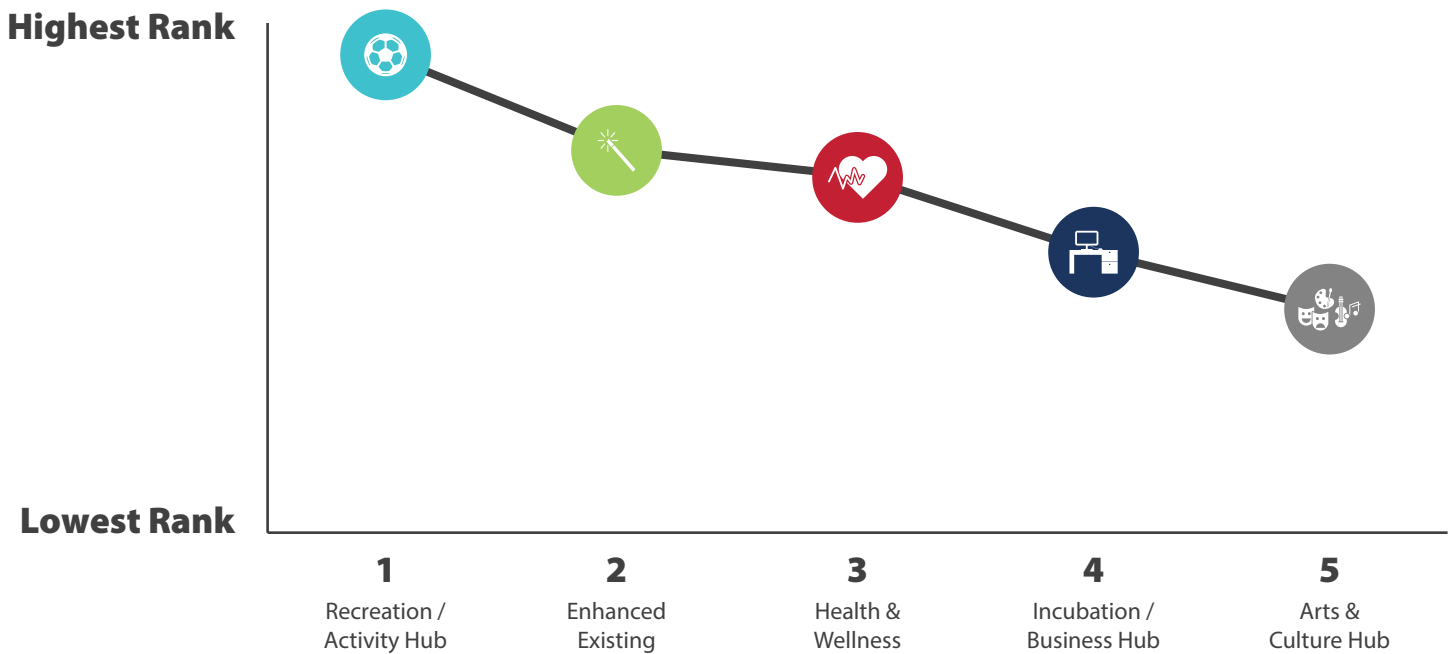
In total thirteen people participated in the community conversation. The presentation material and the questions posed were available on Parkland County's website. In total 21 responses were collected. The findings are presented below.

Findings

Respondents ranked the five themes according to what they considered the best choice for the space. As illustrated in the following graphic the top choice is the recreation / activity hub theme. Second choice is the Enhanced Existing theme then the Health & Wellness theme as the third choice. The Incubator / Business Hub theme and the Arts & Culture theme were clearly disfavoured.

Overall

Rank order the different themes according to what you consider the best choice for the space. Use a "1" to indicate which theme is your top choice, a "2" for your second choice, and so on.



Note: Eighteen respondents ranked the five themes.

The Recreation / Activity Hub theme was seen very much as an extension to what is currently going on. Comments were varied but it was generally felt that the top two ranking themes would be easily accepted by residents because it would essentially be business as usual. Many respondents spoke about the multi-use aspects of the space commenting that most uses could be accommodated in the space. Arts, recreation, wellness programs could all be offered from the space. It was also suggested that these type of activities are the ones that really serve as the draw for people and are generally lacking in the rural areas of the County. The top three themes were also viewed as something that was of service to the broader community and thus of appeal.

Theme Specific

Theme			
 Enhanced Existing	7	-	1
 Recreation / Activity Hub	6	-	-
 Health & Wellness	2	2	2
 Incubator / Business Hub	1	3	2
 Arts / Culture Hub	4	-	2

Note: Not all respondents provided a rating. The numbers in the table refer to numbers of individual respondents.

Comments

Enhanced Existing

- The library is a significant asset in the community.
- The facility is a community hub already and gets used for multiple purposes.
- Growing number of children in the hamlet along with seniors means the facility will be used for years and will available for reasonable rates.
- Concerns expressed about management of the space; marketing; and the actual amount of time the space will be used however.

Recreation / Activity Hub

- Opportunity for more diverse use which will make it more appealing.
- Takes advantage of natural setting.
- Concerns about operational matters

Health & Wellness Hub

- Increase visibility of facility to those outside the community.
- Public health aspect would be very welcome. Everyone needs these services some time.
- Challenges to bring people out to the facility for this use. Some of the activities that would be included in this theme are offered as programming already.

Incubator / Business Hub

- Will provide revenue and will fill a need with the lack of coworking spaces in the area.
- Not the right type of community space.
- Concerns expressed about the actual demand for this.

Arts / Culture Hub

- Could bring non locals to the space.
- There is a lot of history in the area to share.
- Galleries and museums bring in tourists.
- Concerns about the ability to be a draw for non local residents. Also concerns about the ability of artists to pay for space.
- This use could be combined with recreation uses.

6

The Keepphills Community Hub



6.1 Vision and Principles

As a valuable publicly owned asset, it is important for the operations and governance of the Keephills Community Hub to be founded in a strong vision and set of operating principles. This will provide a reference point for decision making and provide guidance to all parties to agree to how and when the facility is being utilized. The following vision and principles are proposed for the Hub and have been developed considering all information gathered and input from the community and stakeholders.

Vision

The Keephills Community Hub is a space that hosts programs and activities for residents and visitors delivered by a variety of community organizations. The Hub serves as a gathering place for the community with people visiting the facility throughout the year at various times of the day and during all days of the week. The Hub is a facility for the community and is animated by the community.



Principles

There are several principles that guide the use and operation of the Community Hub. It is important to note that these principles will help to ensure the facility is operated in a way that is consistent with the philosophies of key stakeholders, including but not limited to, Parkland County, the Public Library, and the Community Association.

1

The facility is **accessible and inclusive**; physical, social, and financial accessibility will ensure the facility will be utilized as much as possible and will provide maximum benefit in the community.



2

The facility is **flexible**; being able to adapt to different types of uses on a programmed and spontaneous basis will ensure the facility responds to community need today and into the future.



3

The facility is **focused on community benefit**; benefits from the facility extend beyond direct facility utilization and decision making and operations needs to garner as much benefit to the local community as possible.



4

The facility is **complementary**; there are a number of community facilities in the local area and broader region. This facility needs to operate within the context of other community facilities and hubs, complimenting services offered elsewhere and avoiding duplication whenever possible.



5

The facility is **responsive**; community needs and preferences have been identified but need to be revisited from time to time. Should preferences for use of the facility change, facility decision making and operations needs to adapt and be responsive to community needs.



6

The facility is **intended to generate both social and financial return**; The facility provide social return in the area and will require subsidization to do so. That being said, collecting user fees at levels that don't compromise utilization levels and facility effectiveness will be paramount in optimizing public investment in the facility.



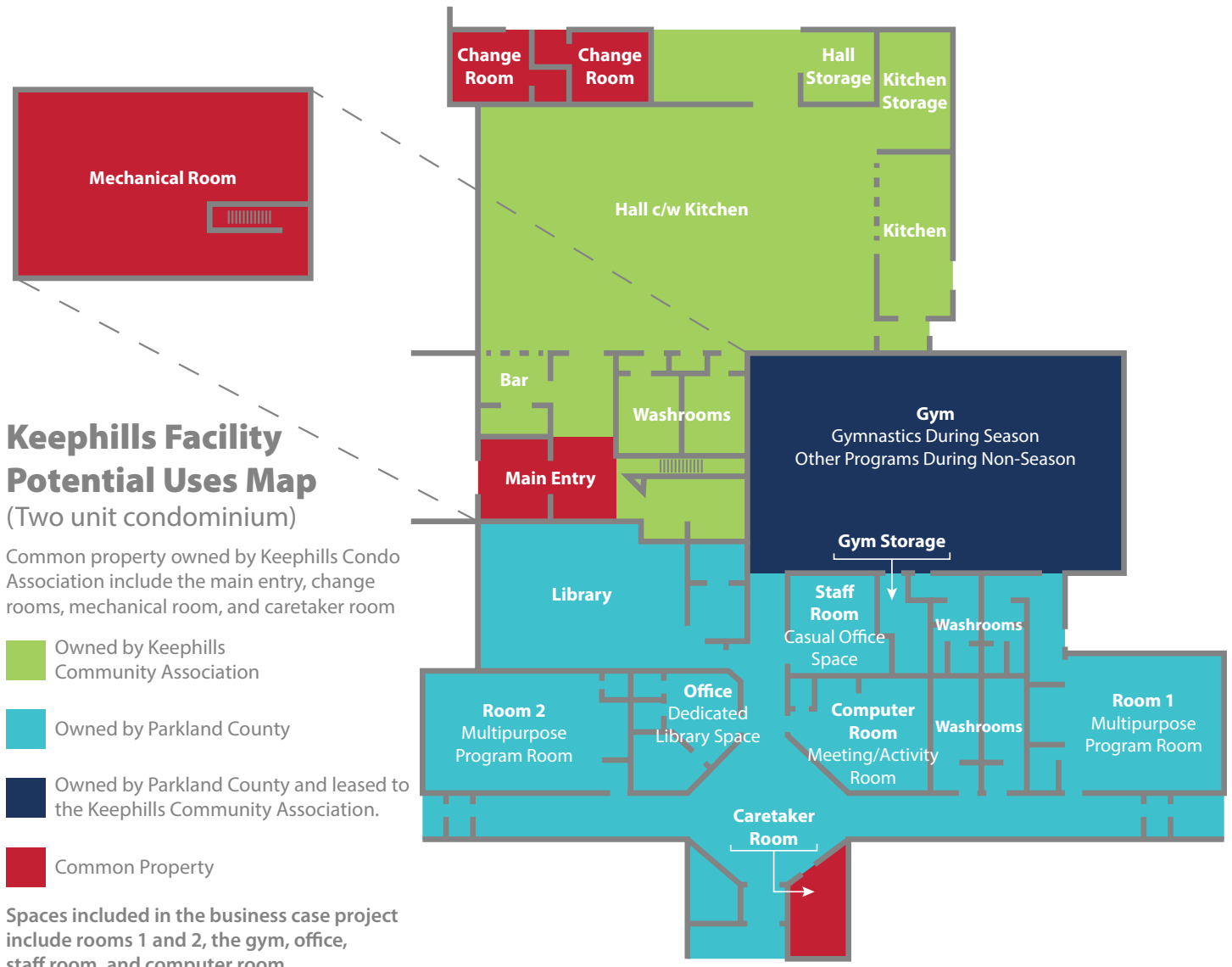
6.2 Uses for Space

The spaces in Parkland County's Community Hub will be a mix of dedicated and multipurpose space as noted in the following table. The level of which these spaces are utilized for the suggested activities, or others, will be dependent upon the level of time and effort invested in programming and the level of engagement from the local and regional community.

Space	Area	Purpose / Use
Room 1	856 ft ²	<ul style="list-style-type: none"> Multipurpose program room Support the outside amenities and spaces Possible uses: staging point for youth camps and outdoor activities; various programs and activities <ul style="list-style-type: none"> » Health programs and clinics, recreation programs, arts programs, etc.
Room 2	829 ft ²	<ul style="list-style-type: none"> Multipurpose program room Can accommodate a variety of program spaces and larger meeting Possible uses: various programs and activities. This room would most likely support library programming <ul style="list-style-type: none"> » Health programs and clinics, recreation programs, arts programs, etc.
Office	404 ft ²	<ul style="list-style-type: none"> Dedicated space that is included as part of the library's space It is currently utilized by the library as an administration space for the Keepphills librarian but also as a satellite office for other Parkland Library staff
Gymnasium	2,722 ft ²	<ul style="list-style-type: none"> Currently used by two gymnastics clubs providing services to area residents <ul style="list-style-type: none"> » To better accommodate the gymnastics program the equipment is left set-up through the season This space will support other programs that require a larger activity space. *To better accommodate the other activities a storage solution is required to remove and store the gymnastics equipment after the season.
Staff Room	342 ft ²	<ul style="list-style-type: none"> Serves as an administrative storage area for community organizations and their files. Could also serve as a temporary / casual office space for community organizations who deliver services from the facility. Could be utilized by a potential facility staff person. Smaller rental space to accommodate smaller meetings Flu clinics
Computer Room	459 ft ²	<ul style="list-style-type: none"> Smaller meeting room and activity space

It is important to note that these potential future uses will need to be considered in revisiting the existing Condominium Agreement which suggests that "Unit One (I) shall be used only for school purposes and such related and other purposes as the County may deem suitable for school and related facilities;" (clause 46.a, page 27).

The following image outlines where certain types of activities may occur.



6.3 Ownership & Governance

As outlined, the entire facility is owned under a condominium structure with two owners: The Keephills Community Association and Parkland County. This has been the case since the County purchased the school's portion of the facility in 2018. The current reality at the facility is that the County owned portion is not being utilized to full capacity; it is not available to the local community and there is not a formal structure in place for the community to access the space either through rentals or a lease arrangements. With the exception of the school gymnasium (which is currently leased by the County to the CA), there is little overlap in use between the two owners portions of the facility.

In order to enhance the use of the facility, meet the vision outlined, and respect and adhere to the principles provided, the ownership and governance structure might need to be adjusted. The following points explain.

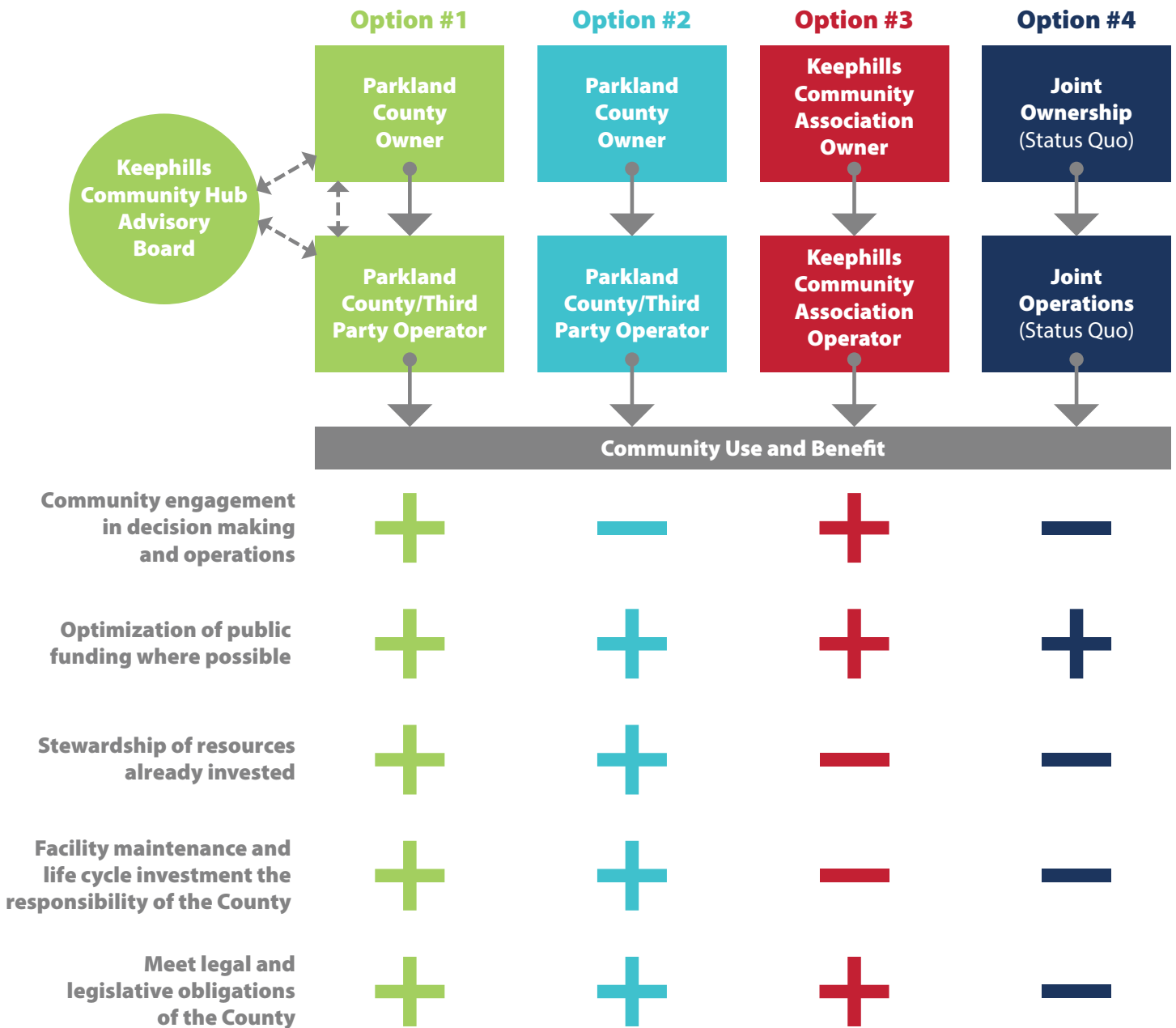
- The current condominium structure is unlike any other Community Association relationship the County currently has in place. It also entails legal and legislative complications (outlined under separate cover) that suggest a new structure is required.
- The involvement of the Community Association, and the community in general, in the governance and operations of the facility is imperative in making sure the facility is operated in an effective and responsive (to community need) fashion, regardless of who owns the facility.
- Community Association (or broader community) ownership of the facility is less imperative than broader involvement in governance; should the facility be solely owned by the County it would be enrolled in the County's asset management and operations protocols and practices which would ensure long term sustainability of the structure and appropriate ongoing maintenance. It is assumed that the County would have more resources to reinvest in all parts of the facility in order to sustain it moving forward than is the case currently with the Community Association being responsible for the maintenance of the portions it owns (Unit Two as per the Condominium Agreement).
- At some point there may be a benefit to the facility to have a non-municipal body in place to apply for government grants or other forms of funding assistance (casino's, etc.).

Based upon these points, the following ownership and governance structure is recommended.

1. The entire facility is transitioned to complete County ownership; a long term tenant agreement is put in place to ensure the Community Association retains access to desired areas of the facility for their own program use.
2. A Keephills Community Hub Advisory Board is created, comprised of representatives of the Community Association, County Council and administration, and the broader community to provide strategic oversight and advice to Parkland County in the operations of the facility into the future.
3. Operational responsibility of the facility is either achieved through the involvement of County staff or through an operating contract with the library, the Community Association, or another third party operator. This will be determined upon the successful completion of an Expression of Interest (EOI) process to determine the interest and impacts of potential operating models.
4. The facility is operated, through whatever means determined most appropriate after the EOI process is completed, adhering to the vision, principles, and intentions outlined herein and under the guidance of the Advisory Board; annual performance of the facility is reported to County Council via the Advisory Board, and a periodic review of the operating market context (similar to that which is completed herein) is conducted to ensure that the facility remains relevant and effective.

A number of potential ownership, governance and operating structures could be administered when considering the future of the Keephills Hub. The following image explains four that were reviewed and analyzed. Option #1 is recommended at this point in time.

Ownership and Operating Options



6.4 Operational Plan

In order to achieve the intentions outlined herein and enhance the impact of the facility in the local area and beyond, enhanced effort and investment in the facility will need to occur. Namely, the following changes will necessitate increased efforts in terms of funding and human resources.

- There will be an operating function added to the facility related to the marketing and promotions, scheduling, and programming of the facility. This may occur via a third party contract but for the purposes of this study and the operating cost estimates herein, it is assumed that County staff will operate the facility. It is also important to note that the maintenance and asset management aspects of the facility are already provided by County staff and that will continue to be the case; the estimates provided herein are directly related to the animation of the facility.
- Investment will need to be made in marketing and promotional efforts beyond allocation of human resources.
- Investment will need to be made in periodically assessing community need and adjusting efforts where necessary.
- There will be logistics and resources required in the facilitation of the Advisory Board.

It is also important to note that asset management / life cycle investment in the facility will need to be continued as per County asset management protocol and procedures and as outlined in the 2016 Keephills Hub Facility Audit (completed by Williams Engineering). This investment is summarized as follows and further detailed in the Audit report (under separate cover).

“When will the Hub be open for use?” Operating hours: 4 hours per day, 7 days per week

The Keephills Community Hub will be operated consistently throughout the year. The facility will have regular business hours throughout the seven day week, approximately 4 hours per day, where facility walk ups and rental access will occur. Rental access outside of regular business hours will need to be coordinated by facility staff on an ad hoc, as needed basis. It is important to note that where possible, regular business hours will complement the operating hours of the Public Library and periods when the Community Association has representatives at the facility, in order to try to create an ongoing “presence” at the facility where possible.

It is also expected that County staff from other departments and functions may be at the facility from time to time. When this is the case, these other County staff may or may not provide a customer service function outside of regular business hours.



The following table outlines responsibilities for various aspects of facility operations under the recommended ownership and operating model.

Task	Parkland County (owner)	Operator (Parkland County or Other)	Public Library	Keephills Community Association	County staff from other departments	Other stakeholders (renters, users, community members, etc.)
Programming and special events		😊	😊	😊		😊
Facility maintenance (ongoing)	😊					
Facility life cycle planning	😊					
Promotions and marketing		😊	😊	😊		😊
Rental coordination and scheduling		😊	😊			
Facility access and customer service		😊	😊	😊	😊	
Facility security	😊	😊				
Janitorial services		😊	😊			
Site maintenance		😊				
Information technology	😊	😊	😊			

It is expected that the allocations of space in the facility and the setting of user access fees for the facility will be subject to provisions and protocols outlined in current Parkland County Allocation and Fees and Charges policies. This would include facility renters having to meet current County insurance and licensing requirements for rentals of existing and planned facilities (such as rentals of County Hall, Meridian Sports Park, the Entwistle Community Hub, etc.).

6.5 Marketing and Communications Plan

About This Plan

This Marketing and Communications (marcomm) Plan is intended to provide some guidance primarily to see that the spaces in the facility are booked or rented. The “product” in this instance is the facility itself and the specific and individual spaces and rooms. This is a different focus than a marcomm plan in which the “product” is the service being delivered from the space.

The purpose of this plan then is to see that the spaces are rented and utilized. It is another exercise in which the activities and programs being delivered from the spaces is promoted. In other words this marketing and communications plan will be a success if a yoga instructor books the space. The success of this plan is not dependent upon the number of participants that show up for the yoga class.

There certainly is a relationship between the two measures of success. In the aforementioned example, the yoga instructor will most likely book the space more frequently if his / her class is well attended. While there is some consideration given herein for the promotion of the individual activities, the responsibility for that level of promotion falls to the entity booking the space.

It should be noted that in this section a specific body has not been identified as being responsible for implementing the marketing and communications plan. As was recommended, the Advisory Board would assume overall responsibility but may assign specific responsibilities emanating from this plan to others. Depending on the timing of the Advisory Board’s creation, the tasks from this plan may simply fall to Parkland County.

Recommended Facility Usage

As noted previously in this document the intended usage for the space reflects its existing uses and complementary activities. Currently Parkland County Libraries operates from the space and the Keephills Community Association also has space in the building.

Facility Vision

The Keephills Community Hub is a space that hosts programs and activities for residents and visitors delivered by a variety of community organizations. The Hub serves as a gathering place for the community with people visiting the facility throughout the year at various times of the day and during all days of the week. The Hub is a facility for the community and is animated by the community.

Target Market

While the users¹ of the facility can be varied they can be classified into two broad categories: existing and new.

Existing:

This includes those organizations and entities that are aware of the space and have used it previously. Included in this group are: Parkland County Libraries, KIPS Gymnastics, Rhythmic Gymnastics, Keephills Community Association, and Parkland County itself.

New:

These entities are highly varied. As long as they align with the facility vision and principles and their use is agreed to by the governing body these entities are welcome to use the space. This category could include: other community associations and volunteer groups, individual health & wellness providers, Alberta Health Services – public health, and a myriad of other not-for-profit organizations such as 4H, YMCA of Northern Alberta and so on.

Primary Objective

The primary objective is to inform the target market of the availability of space in order to secure space bookings.

Messaging

These are key messages that would be communicated through the marketing and communication tactics. The specific wording may need to be tweaked or adjusted depending upon the specific entity, previous communication with the entity, and a myriad of other factors. These messages however are fundamental as these early efforts are implemented.

- The former Keephills School has rooms available for rent or lease.
- The Keephills Community Association and Parkland County Libraries operate in the facility currently delivering programs to area residents.
 - » There is activity currently in the facility.
- The available spaces have been recently renovated.
- Rental rates for the spaces are \$10 for a room and \$15 for the gymnasium (refer to the projected operating budget on page 24).
- There is a desire from the community to see activity in the facility.

¹ Users refers to those entities that would rent or lease the space.

Tactics

	Target Market	Purpose	Marketing & Communication Vehicle	Specific Tasks	Timing S < 3 months M 3-8 months L > 8 months	Costs (estimated) \$ < \$500 \$\$ \$500 - \$1,000 \$\$\$ > \$1,000
Existing	<ul style="list-style-type: none"> Parkland County Library Keephills Community Association Parkland County Gymnastics clubs 	<ul style="list-style-type: none"> Inform of the key messages Solicit interest in renting space 	<ul style="list-style-type: none"> Direct email Phone calls 	<ul style="list-style-type: none"> Develop email content Develop telephone script Develop contact lists and tracking Send email and follow-up with phone call 	S	\$
	<ul style="list-style-type: none"> Community Association, Ag Societies, 4H 	<ul style="list-style-type: none"> Inform of the key messages Solicit interest in renting space 	<ul style="list-style-type: none"> Direct email 	<ul style="list-style-type: none"> Develop email content Develop contact lists and tracking Send email 	S	\$
New	<ul style="list-style-type: none"> Volunteer Groups (minor sport groups, community organizations such as Toastmasters, book clubs, etc) 	<ul style="list-style-type: none"> Inform of the key messages Solicit interest in renting space 	<ul style="list-style-type: none"> Parkland County website, social media TriMunicipal Leisure Guide Volunteer Centres in the TriMunicipal area Parkland County Libraries 	<ul style="list-style-type: none"> Develop an “ad” promoting the rental opportunities as well as messaging appropriate for social media vehicles Have ad and messaging sent to County communications; Leisure Guide, Volunteer Centres Have poster ad posted in branches of Parkland County Libraries 	S-L	\$\$
	<ul style="list-style-type: none"> Individual Health & Wellness practitioners / programmers (massage therapists, yoga, Zumba, etc) 	<ul style="list-style-type: none"> Inform of the key messages Solicit interest in renting space 	<ul style="list-style-type: none"> Parkland County website, social media TriMunicipal Leisure Guide Chambers of Commerce in Stony Plain, Spruce Grove, Drayton Valley Parkland County Libraries 	<ul style="list-style-type: none"> Develop an “ad” based on that use for volunteer groups but tailored to this target Send to Chambers Have poster ad posted in branches of Parkland County Libraries 	M-L	\$\$
	<ul style="list-style-type: none"> Alberta Health Services – Public Health 	<ul style="list-style-type: none"> Inform of the key messages Solicit interest in renting space 	<ul style="list-style-type: none"> Direct email Phone calls WestView Health Centre (Stony Plain) Spruce Grove Health Unit 	<ul style="list-style-type: none"> Develop specific messaging related to public health use of the space (including flu clinics, foot clinics, etc) Develop contact list Email then follow-up with call regarding possibilities 	M	\$
	<ul style="list-style-type: none"> YMCA of Northern Alberta, University of Alberta Recreation 	<ul style="list-style-type: none"> Inform of the key messages Solicit interest in renting space 	<ul style="list-style-type: none"> Phone call Direct email 	<ul style="list-style-type: none"> Develop specific messaging related to the facility serving as a site for programs and camps Call to determine the appropriate contact and discuss the opportunity Follow-up with specific messaging about the opportunity; the spaces available; the location; and the setting 	M-L	\$

Individual Program Marketing

As stated previously the intent of the aforementioned tasks is to secure people and organizations to rent the spaces in the Keephills Community Hub. A different approach to marketing and communications relates to the specific program or activity being hosted in the space. An organization hosting its own meeting may have no need for promotion but rather simply would communicate to its members about the location or utilize other established and utilized means to communicate meeting location.

For those occasions in which programming is offered that would appeal to community members efforts should be made to leverage the existing communication and promotion channels of other Hub partners. For example someone delivering an arts program from one of the rooms could liaise with Parkland Libraries and the Keephills Community Association to discuss some promotional messaging to go through their channels to their users / members / "friends". As the facility itself becomes more animated the posting of messages promoting activities in the Hub itself will prove more fruitful.



6.6 Operating Budget Estimates

The following budget explains the operating subsidy required by the facility in 2018 as well as the 2019 estimated operating budget. It is important to note that these figure do not account for any of the operating changes outlined herein and reflect a status quo scenario.

Keephills Hub Current Operating Budget March, 2019		
	2018 (actual)	2019 (budget)
Revenues		
Recovered costs / revenue		\$0
Facility maintenance - operating		\$64,800
Facility maintenance - capital		\$179,400
Capital contributions	\$149,058	\$0
Hamlet sustainability operating grant	\$9,881	\$0
Other		
Total Revenues	\$158,939	\$244,200

Keephills Hub Current Operating Budget March, 2019		
	2018 (actual)	2019 (budget)
Expenses		
Salaries		
Overtime		
Labour		\$2,500
Employer contributions - salaries		
Employer contributions - labour		\$600
Consultants	\$0	
Repairs	\$12,211	\$69,800
Contracts	\$25,467	\$5,000
Janitorial	\$0	\$1,000
Ground keeping	\$3,000	\$5,000
Mechanical	\$43,535	\$10,000
Electrical	\$12,860	\$5,000
Architecture		\$10,000
Maintenance		\$0
Rentals - machinery and equipment		\$0
Insurance premiums	\$432	\$0
Supplies	\$26	\$2,000
Electricity	\$3,584	\$5,000
Natural gas	\$4,091	\$9,000
Salt and sand		\$500
Gravel		\$1,000
Amortization	\$14,073	\$0
Non-profit groups	\$0	\$21,800
Internal rent charge for County equipment	\$992	
Future capital	\$206,349	\$0
Tangible capital asset purchase	\$93,151	\$179,400
Contributed assets	\$149,058	\$0
Other		
Total expenditures	\$568,829	\$332,600
Net	-\$409,890	-\$88,400
Add back amortization	\$14,073	\$0
Adjusted net	-\$395,817	-\$88,400
Life cycle reserve	\$0	\$0

This current budget has been used as the starting for the following operating projections. These assume that the facility will be operated by County staff which may or may not be the case after the Expression of Interest process is administered and adjudicated by the Advisory Board and County.

Keephills Hub Projected Operating Budget June, 2019		
	2020+ Budget	Assumption
Revenues		
Recovered costs / revenue	\$0	
Room rentals	\$2,080	2 program rooms, average of 2 rentals per week, \$10 per rental
Gym rentals	\$1,260	42 weeks per year, average of 2 rentals per week, \$15 per rental
Gymnastics rentals	\$900	10 weeks per year, 3 rentals per week, 2 hours per rental, \$15 per hour
Drop-in user fees	\$0	n/a
Program revenues	\$16,000	8 programs/camps, \$100 per program/camp, 20 participants each
Sponsorship	\$2,500	\$2500 per year
Facility maintenance - operating	\$0	As per capital requirement schedule
Facility maintenance - capital	\$0	As per capital requirement schedule
Capital contributions	\$0	
Hamlet sustainability operating grant	\$0	
Other	\$0	
Total Revenues	\$22,740	



**Keephills Hub Projected Operating Budget
June, 2019**

	2020+ Budget	Assumption
Expenses		
Salaries: management / scheduling / customer service	\$90,000	2 FTE at \$45,000
Salaries: administration allocation	\$2,500	Estimate
Overtime	\$0	
Labour	\$0	
Employer contributions - salaries	\$23,125	Estimated at 25%
Employer contributions - labour	\$0	
Program: human resources	\$12,000	75% of fees
Program: supplies and support	\$4,000	25% of fees
Consultants	\$0	
Repairs	\$69,800	Same as 2019
Contracts	\$5,000	Same as 2019
Janitorial	\$1,000	Same as 2019
Ground keeping	\$5,000	Same as 2019
Mechanical	\$10,000	Same as 2019
Electrical	\$5,000	Same as 2019
Architecture	\$10,000	Same as 2019
Maintenance	\$0	Same as 2019
Rentals - machinery and equipment	\$0	Same as 2019
Insurance premiums	\$0	Same as 2019
Supplies	\$2,000	Same as 2019
Marketing and promotions	\$2,500	Estimate
Software	\$1,000	Estimate
IT and phones	\$1,200	Estimate
Electricity	\$5,000	Same as 2019
Natural gas	\$9,000	Same as 2019
Salt and sand	\$500	Same as 2019
Gravel	\$1,000	Same as 2019
Amortization	\$0	Same as 2019
Non-profit groups	\$21,800	Same as 2019
Internal rent charge for County equipment	\$5,000	Same as 2019
Future capital	\$0	Same as 2019
Tangible capital asset purchase	\$0	As per capital requirement schedule
Contributed assets	\$0	Same as 2019
Other		
Total expenditures	\$286,425	
Net	-\$263,685	
Add back amortization	\$0	
Adjusted net	-\$263,685	
Life cycle/replacement reserve contribution	-\$52,500	
Net including reserve	-\$316,185	

As can be seen, not including a capital reserve allocation and a County staffed operating model, the facility is expected to operate with a \$263,685 subsidy requirement should it be used and managed in a way that helps achieve the vision and principle outlined herein. It is important to note that should a third party contractor be secured, the subsidy requirement is likely to be reduced.

6.7 Long Term Capital Investment

The following table outlines the expected capital contributions required to sustain the facility as is. These contributions are based on the 2017 Facility Audit (Williams Engineering; under separate cover) and assuming an annual lifecycle replacement reserve contribution set at 2.1% (as recommended in the 2016 Canadian Infrastructure Report Card for this type of facility; under separate cover) of facility replacement value (\$2.5M, 2019). Note that capital investment made by the County since 2017 has also been accounted for.

Capital requirement schedule	2019	2020	2021	2022	2023	2024	2025	2026	2027...	...2050
Structural	\$62,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mechanical	\$115,000	\$20,000	\$8,000	\$11,100	\$15,000	\$11,500	\$40,000	\$0	\$0	\$0
Electrical	\$68,000	\$0	\$3,000	\$8,000	\$0	\$8,000	\$0	\$35,000	\$0	\$0
Envelope	\$1,050,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interior	\$55,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Life cycle / replacement reserve contribution	\$52,500	\$52,500	\$52,500	\$52,500	\$52,500	\$52,500	\$52,500	\$52,500	\$52,500	\$52,500
Estimated annual total	\$1,403,000	\$72,500	\$63,500	\$71,600	\$67,500	\$72,000	\$92,500	\$87,500	\$52,500	\$52,500
Already funded / completed	\$564,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net capital requirement	\$839,000	\$72,500	\$63,500	\$71,600	\$67,500	\$72,000	\$92,500	\$87,500	\$52,500	\$52,500



6.8 Funding Strategy

The following table outlines the annual funding requirements for the facility, including capital and operating expenses, and accounting for user fees and sponsorship.

Year	Operating deficit (3% annual increase from estimate)	Capital requirement	Total annual funding required	User fees / sponsorship (3% annual increase from estimate)	County Sources	Other
2019	\$153,200	\$839,000	\$992,200	\$0	\$992,200	\$0
2020	\$263,685	\$72,500	\$336,185	\$22,740	\$313,445	\$0
2021	\$271,596	\$63,500	\$335,096	\$23,422	\$311,673	\$0
2022	\$279,743	\$71,600	\$351,343	\$24,125	\$327,219	\$0
2023	\$288,136	\$67,500	\$355,636	\$24,849	\$330,787	\$0
2024	\$296,780	\$72,000	\$368,780	\$25,594	\$343,186	\$0
2025	\$305,683	\$92,500	\$398,183	\$26,362	\$371,821	\$0
2026	\$314,854	\$87,500	\$402,354	\$27,153	\$375,201	\$0
2027	\$324,299	\$52,500	\$376,799	\$27,967	\$348,832	\$0
2028	\$334,028	\$52,500	\$386,528	\$28,806	\$357,722	\$0
2029	\$344,049	\$52,500	\$396,549	\$29,671	\$366,879	\$0
2030	\$354,371	\$52,500	\$406,871	\$30,561	\$376,310	\$0
2031	\$365,002	\$52,500	\$417,502	\$31,477	\$386,024	\$0
2032	\$375,952	\$52,500	\$428,452	\$32,422	\$396,030	\$0
2033	\$387,230	\$52,500	\$439,730	\$33,394	\$406,336	\$0
2034	\$398,847	\$52,500	\$451,347	\$34,396	\$416,951	\$0
2035	\$410,813	\$52,500	\$463,313	\$35,428	\$427,884	\$0
2036	\$423,137	\$52,500	\$475,637	\$36,491	\$439,146	\$0
2037	\$435,137	\$52,500	\$488,331	\$37,586	\$450,745	\$0
2038	\$448,906	\$52,500	\$501,406	\$38,713	\$462,693	\$0
2039	\$462,373	\$52,500	\$514,873	\$39,875	\$474,999	\$0
2040	\$476,244	\$52,500	\$528,744	\$41,071	\$487,673	\$0
2041	\$490,532	\$52,500	\$543,032	\$42,303	\$500,729	\$0
2042	\$505,248	\$52,500	\$557,748	\$43,572	\$514,176	\$0
2043	\$520,405	\$52,500	\$572,905	\$44,879	\$528,026	\$0
2044	\$536,017	\$52,500	\$588,517	\$46,226	\$542,292	\$0
2045	\$552,098	\$52,500	\$604,598	\$47,613	\$556,985	\$0
2046	\$568,661	\$52,500	\$621,161	\$49,041	\$572,120	\$0
2047	\$585,721	\$52,500	\$638,221	\$50,512	\$587,708	\$0
2048	\$603,292	\$52,500	\$655,792	\$52,027	\$603,765	\$0
2049	\$621,391	\$52,500	\$673,891	\$53,588	\$620,303	\$0
2050	\$640,033	\$52,500	\$692,533	\$55,196	\$637,337	\$0

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Conclusion & Next Steps



The Keephills area is home to a number of County residents. Part of the area being a “home” includes the access to amenities and features nearby. The Keephills Hub is one of those amenities that makes the area a better place to call home. Under its current ownership and operating structure, it is home to the local Community Association, local sport groups, the Public Library and is rented for various community events.

The intent of this process was to look at the current state of the facility and outline ways that the use of the facility could be enhanced to create even more impact in the local area and more benefit to residents and visitors. It was also meant to review the current ownership and operating structure, which is unique, to see if any changes or enhancements should be made to improve the current state.

In terms of future use, research and engagement has led to one conclusion: one focus area (be it arts and culture, recreation, economic development, etc.) is not the right answer. Future use of the facility should be a combination of a variety of focus areas, including but not limited to, arts and culture, recreation, learning and library services, and community events.

When it comes to ownership and operations, the current structure has both pros and cons but due to legislative and legal considerations, it is recommended that the County take over the property and operate it under the guidance and advice of an Advisory Board. This will retain the community influence of the Community Association and broader community while ensuring that the asset (as a whole) is protected, reinvested in and used in a coordinated fashion.

The operating costs of the enhanced approach to facility operations outlined in this report are expected to be about \$260,000 per year (up about \$130,000 net from 2019 operating costs incurred) but the benefits and enhancements are extensive.

When County Council chose to purchase part of the facility when the school left, it was expected that the facility would continue to add value to the local area and that there would be potential for it to achieve more. This study, built upon research and input from the local community, outlines ways it can achieve more. Also outlined are ways that the Advisory Board and the County can continue to dialogue with the community into the future to ensure the facility remains relevant and impactful for years to come.

Appendix

A

Interview & Meeting Participants

- Former Keephills Community Association President
- Representative from USW Local 1595
- Stony Plain FCSS
- Drayton Valley FCSS
- Spruce Grove FCSS
- KIPS Gymastics
- Hansen Corner Community Association
- Keephills Community Association
- Bright Bank Hall Association
- Keephills Crime Watch
- Rhythmic Gymnastics
- Parkland County Libraries



