



## **COUNCIL – AGENDA REPORT**

**Meeting Date:** 2 July 2025  
**Subject:** SW Recreation Centre – Project Charter and Governance  
**Directorate:** Community Services

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### **Issue:**

Council is being presented with a draft Project Charter and Project Governance for the SW Recreation Centre.

### **Policy / Council Direction:**

Council endorsement of the Project Charter and Governance for the SW Recreation Centre.

### **Background:**

The Pre Design phase has been completed and Council endorsement of the SWRC Site Master Plan and Functional Report - Option 1 as the foundation to commence design.

Establishment of a project charter is a critical next step to set the stage for the project, as it provides the overarching direction and criteria for the project's success. The Project Charter defines the project goals, objectives, the key stakeholders and serves as the foundational contract between the project initiator (Council) and the project team (City of Airdrie Administration, Project Manager, Design Consultants).

To commence the chartering process, Council as the key stakeholder was provided a project chartering pre-workshop survey to initiate the gathering of inputs from Council regarding project outcomes, expectations, assumptions and success criteria. The survey inputs formed the initial discussion points for the facilitated Council workshop held on June 3, 2025.

A draft Project Charter has been completed and is attached to this report. It is an organized summary of the discussions and initial directions from Council during the chartering workshop. The Project Charter is being presented to Council for review and endorsement.

The Project Charter document contains the key elements of the project – overview, scope, stakeholders, highlevel timeline, principles to be applied during design and success criteria.

As a summary of the key:

## **Project Objectives**

The project objectives serve as the instructions for the project team during design and construction phase.

- **On-Time and On-Budget Delivery:** The project will be delivered within the approved scope, budget, and timeline. Emphasis will be placed on scope discipline, realistic contingency planning, and cost transparency to ensure fiscal responsibility and public trust.
- **Collaborative and Aligned Decision-Making:** A clear governance structure will empower project leaders to make timely, informed decisions while maintaining Council oversight for key matters such as budget, and concept design. Transparency, accountability, and fiscal discipline will be central.
- **Transparent and Proactive Information Sharing:** A comprehensive communications strategy will provide consistent, meaningful updates to Council, stakeholders, and the public. Quarterly updates through Council's consent agenda will be supplemented by additional reporting for major changes or milestones.
- **Unified Focus on Project Purpose and Community Impact:** Council, City staff, consultants, and contractors will approach the project with shared accountability and an understanding of its long-term value to the community. The focus is to create physical spaces that address the identified priorities for active living.
- **Celebration and Momentum-Building Milestones:** Key events like a sod-turning ceremony and community-focused engagement activities will celebrate progress and foster community excitement throughout the project lifecycle.
- **Design Rooted in Functionality and Future Proofing:** The facility will be designed as a highperforming, adaptable space that meets current needs and anticipates future demands. Multi-use design strategies and scalable programming will ensure long-term relevance and success.
- **Timely Engagement of Prime Design Consultant:** Council supports the planned engagement of the Prime Design Consultant by September 2025.

## **Key Project Success Objectives**

Define how the project will be measured upon completion.

### **The Facility as a Gateway to Recreation in the Southwest**

This project fills a critical service gap by expanding recreational access to Airdrie, supporting equitable service delivery and improving quality of life. It aligns with the City's growth strategy by providing essential infrastructure where it's most needed.

**Metric:** User participation increases measurably at opening, with sustained growth at 2 and 5-year intervals.

- **A Community Hub That Promotes Inclusion, Wellness, and Connection**

The facility is envisioned as a vibrant gathering space where residents of all ages, backgrounds, and abilities come together to move, connect, and belong. With a focus on inclusive programming, it will promote mental and physical wellness while fostering intergenerational interaction.

**Metric:** Program participation includes representation across all age cohorts, and intergenerational programming offerings increase by 25% within 3 years of opening.

- **A Facility That Reflects Airdrie's Identity and Delivers Long-Term Value**

Designed with adaptability and fiscal responsibility in mind, the facility will reflect Airdrie's character, values, and aspirations. It will be a functional, flexible space that delivers maximum community impact today and into the future.

**Metric:** Post-occupancy engagement demonstrates community pride; flexible spaces remain in high use over 5+ years; ROI-backed features perform as intended.

**Council Committee Routed Through:**

N/A

**Administration Recommendation:**

That Council endorses the SW Recreation Centre Project Charter and Project Governance as presented.

**Alternatives/Implications:**

1. Council could choose to review and endorse the SW Recreation Centre - Project Charter and Project Governance as presented.
2. Council could choose to table the discussion of the the SW Recreation Centre - Project Charter and Project Governance and direct Administration to work with Colliers Project Leaders to return with alternatives for the Project Governance or to modify elements of the Project Charter.

**Budget Implications:**

There are no new budget implications anticipated at this time.

**Communications and Engagement:**

N/A

**Recommendation:**

That Council endorses the SW Recreation Centre Project Charter and Project Governance, as presented.

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Michelle Lock  
Director of Community Services

Staff Presenter:	Michelle Lock
External Presenter:	Luna Velez - Colliers Project Leaders
Department:	Community Services
Reviewed by:	N/A
Attachments:	#1: Airdrie Southwest Recreational Center – Project Charter (6.0)