

Project Charter

Airdrie Southwest Recreational Center

Doc No: P0302-1488274968-65 (6.0)
Project No: 831412

Date: July 2, 2025

1.0 Purpose

This Project Charter defines the authority for execution of the project. It will rarely be changed unless the scope of the project is changed.

Background

The City of Airdrie continues to experience rapid population growth, resulting in increasing demand for public services, amenities, and infrastructure. To address the recreational and wellness needs of its expanding and diverse population, the City is initiating the development of the Airdrie Southwest Recreation Centre, a modern, multi-purpose facility strategically located in the city's southwest quadrant.

This project responds to long-standing community feedback and aligns with Council's strategic priorities to enhance quality of life, promote active lifestyles, and ensure equitable access to recreational opportunities across Airdrie. As identified in various municipal planning documents, including the AirdrieONE Sustainability Plan and Recreation Needs Assessments, there is a growing need for additional recreation spaces to serve both current residents and the projected population over the coming decades.

The Southwest Recreation Centre will address service gaps in the city's southwest region, providing residents with access to aquatic amenities, indoor fitness and leisure spaces, multipurpose rooms, and community gathering areas. In doing so, the project will support broader municipal objectives such as community connectedness, recreation, economic vitality, and sustainable urban development.

This facility represents a major capital investment for the future of Airdrie and is intended to serve as a community hub supporting active living, hosting community events, and contributing to the social and cultural fabric of the city. The project is now moving into the execution phase, following extensive planning, needs assessment, and community engagement efforts.

2.0 Project Objectives and Success Metrics

This section can be broken down into 3 keys areas:

Success within The Project

The following objectives will guide the project team and stakeholders throughout the planning, design, and construction phases to ensure a successful and collaborative process:

- **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 high-performing, 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 Objectives with The Project

The key objectives of the completed project are:

- **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.

The Project's Guiding Principles

1. **The Facility Aligns with Airdrie's Long-Term Vision**
The facility will be a meaningful embodiment of the City of Airdrie's vision: *"Airdrie is a vibrant, caring community rich in urban amenities and opportunities for everyone. We value a healthy, sustainable environment connecting people and places."* It will contribute to a thriving, connected, and future-ready city.
2. **The Facility is Inclusive, Welcoming, and Accessible to All**
The facility will prioritize universal access, inclusivity, and welcoming spaces for users of all ages, backgrounds, and abilities. It will serve as a community gathering place, providing equitable access to recreational, social, and cultural opportunities.
3. **The Facility is Functional, Adaptable, and Multi-Use**
Design will focus on flexibility and long-term adaptability to accommodate evolving community needs. The building will host a variety of uses and programs, enabling efficient operations, scalable services, and dynamic use of space for everything from sports and wellness to events and education.
4. **The Facility is a Community Hub that Builds Connection**
Inspired by successful models like Genesis Place, the centre will act as a multigenerational hub that connects people, fosters civic pride, and contributes to a complete and walkable community. It will be intentionally designed to support spontaneous gathering, social interaction, and a sense of belonging.
5. **The Facility Delivers Value through Innovation and ROI**
The facility will reflect a responsible, community-minded investment—balancing budget certainty with forward-thinking features that provide clear, measurable returns. Emphasis will be placed on energy efficiency, operational sustainability, and design decisions backed by long-term value.

The achievement of these objectives will be measured by:

- **Increased and Diversified Community Participation:** Demonstrated growth in program registration, facility usage, and user diversity across age groups, geographies, and demographics, measured through ongoing postal code and satisfaction data.
- **Successful Implementation of Multi-Use and Flexible Spaces:** Spaces are utilized across multiple functions and user types, with evidence of community events, partnerships, and third-party programming; metrics include bookings, utilization rates, and adaptability over time.



- **Positive Perception and Community Ownership:** Community feedback reflects a sense of pride, belonging, and satisfaction with the facility. Public engagement post-opening shows alignment with civic values and an increased sense of connection to the facility.
- **Operational Efficiency and Program Scalability:** Utilization meets or exceeds targets of 80% capacity within two years, with systems in place to monitor and adjust programming and staffing in response to community demand and seasonal trends.
- **Transparent Governance and Cost Control:** Clear decision-making processes, scope discipline, and financial accountability are upheld throughout the project. Change management logs and quarterly reporting demonstrate adherence to budget and scope, with rationale for any adjustments well documented and communicated to Council.

3.0 Scope Management

The development of the Southwest Recreation Centre (SWRC) is informed by the 2022 Recreation Needs Assessment, the 2023 Phased Approach Report, and ongoing community and stakeholder engagement. These sources confirmed significant gaps in Airdrie's recreation infrastructure due to rapid population growth and increasing service demands.

Following an extensive planning and engagement process, Option 1 (Courtyard Concept) was selected as the preferred site design in the *SWRC Site Master Plan Report* by Council on June 3rd 2025. This option was chosen for its ability to create a cohesive campus-like experience with strong architectural presence along Southwinds Drive, excellent program adjacency, and the flexibility to activate outdoor public spaces through a central plaza.

The project will be delivered in three phases:

- **Phase 1:** Aquatics Centre, Fitness Spaces, Indoor Play
- **Phase 2:** Triple Arenas and Support Facilities
- **Phase 3:** Field House and Gymnasium

| Airdrie Southwest Recreational Center - Gross Floor Area Breakdown | | | | |
|--|----------------|---|-----------------------|------------------------|
| Phase | Amenity | | Approximate Area (m2) | Approximate Area (ft2) |
| Phase 1 | Aquatics | • Aquatics – Lap pool, zero beach, pool deck, slides, whirlpool, lazy river • Locker Rooms & Showers – Changing facilities • Storage & Maintenance – Equipment storage, mechanical spaces | 4,467.00 | 48,082.39 |
| | Fitness Centre | • Fitness & Training Area – Gym, studios, walking track • Storage & Maintenance – Equipment storage, utility spaces | 1,978.00 | 21,291.01 |

| | | | | |
|---|-------------------|--|------------------|-------------------|
| | Indoor Playground | <ul style="list-style-type: none"> • Play Structures – Ball court, clip and climbing, children play space • Storage & Maintenance – Equipment storage, utility spaces | 634.00 | 6,824.32 |
| | Admin / Common | <ul style="list-style-type: none"> • Public Amenities – Lobby, food concessions, vestibules and common areas • Administrative Offices – Facility management and operations | 800.00 | 8,611.13 |
| Sub-total Phase 1 Estimated Area | | | 7,879.00 | 84,808.85 |
| Phase 2 | Arenas | <ul style="list-style-type: none"> • Ice Rinks & Related Facilities - NHL-sized rink, ice maintenance, spectator seating • Supporting Spaces - Team and referee rooms, storage, washrooms, concession • Public & Community Spaces - Social area, lobby, multi-purpose rooms, office and tenant area | 9,683.00 | 104,226.94 |
| Sub-total Phase 2 Estimated Area | | | 9,683.00 | 104,226.94 |
| Phase 3 | Field House | <ul style="list-style-type: none"> • Field House (air supported) - Indoor turf • Team Rooms - Changing facilities for teams and individuals, referee rooms • Spectator Seating & Storage | 9,207.00 | 99,103.32 |
| | Gymnasiums | <ul style="list-style-type: none"> • Sports court with team rooms and storage area | 1,605.00 | 17,276.08 |
| | | <ul style="list-style-type: none"> • Common areas | 250.00 | 2,690.98 |
| Sub-total Phase 3 Estimated Area | | | 11,062.00 | 119,070.38 |
| Total Estimated Area | | | 28,624.00 | 308,106.17 |

Table 1. SW Rec Centre - Gross Flor Area Breakdown

This phasing aligns with Airdrie's strategic growth needs and available capital funding. The functional program, which remains consistent across site options, was informed by prior reports, stakeholder engagement, and benchmarking with Genesis Place.

In Scope (Within the Project Budget)

- Design and construction of Phase 1 (aquatics, fitness, play) based on the approved functional program – this includes all consultants and permits required.
- Design to a minimum of Tier 2 energy performance (National Energy Code of Canada).
- Site servicing, utilities, and civil works required for Phase 1 and enabling future phases.



- Central courtyard and public realm improvements as per Option 1.
- Procurement of furniture, fixtures, and equipment.
- Concept and schematic design for Phases 2 and 3 (arena, field house, gymnasium).

Out of Scope (Outside of the Project Budget)

- Detailed design and construction of Phases 2 and 3 (arena, field house, gymnasium).
- Fit-out or tenant improvements for any future leased spaces.
- Land acquisition or infrastructure improvements outside of the property boundary.
- Operational and staffing costs.
- Furniture, fixtures and equipment for any tenant space.
- Operational costs (day-to-day costs with facility operations).
- Janitorial supplies, office supplies and stationery.
- Office equipment (computers, monitors, printers, phones, etc.)

Colliers Project Leaders will maintain a Scope Ladder to record any scope change identified before tendering for review and inclusion at the direction of the Review Committee. Any scope change after the contract award will be recorded in the cost log. Any changes before or during construction that involve a change to scope must be approved in writing by the project authority before the commencement of the work.

4.0 Time Management

The following milestones are planned:

| Milestone | Date |
|--|---------------|
| Project Initiation | |
| Develop Project Governance | June 2025 |
| Develop Project Charter | June 2025 |
| Charter Approval and Sign-off | July 2025 |
| Project Planning & Pre-Design | |
| Functional Program Approval and Sign-off | June 2025 |
| Develop Project Plan | July 2025 |
| Review and Acceptance of Project Plan | August 2025 |
| Procurement | |
| Procurement of Design Consultant | August 2025 |
| Procurement of Construction Manager | February 2026 |
| Design | |
| Concept Design – Present to Council for review and endorsement | November 2025 |
| Schematic Design – Present to Council for review and endorsement | March 2026 |
| Design Development | July 2026 |
| Working Drawings | October 2026 |



| | |
|-----------------------------------|-----------|
| Phase 1 Construction Commencement | Fall 2026 |
| Phase 1 Construction Completion | Fall 2028 |
| Grand Opening | Fall 2028 |

Table 2. SW Rec Centre – Scheduled Milestones

Colliers Project Leaders will create and maintain a Master Project Schedule that will provide key project milestones. Any deviations from the Master Project Schedule will be reviewed at the Project Team meetings to determine an appropriate response. Proposed changes that have a schedule impact must be approved in writing by the project authority.

5.0 Cost Management

In 2025, City Council approved the advancement of the Airdrie Southwest Recreation Centre (SWRC) through a phased delivery approach. At this time, only Phase 1, which includes aquatics, fitness, indoor play, and supporting amenity spaces, has been approved.

Through each major phase of the project and with each of the City's budget cycles, cost estimates will be updated and approved through process aligned within the project governance structure.

The project is fully funded by the City of Airdrie and the approved capital budget for Phase 1 includes:

- Full design and construction of Phase 1
- Site servicing and civil infrastructure to support future phases
- Permitting, project management, and consultant services
- Procurement of furniture, fixtures, and equipment for City-owned spaces

Colliers Project Leaders will create and maintain a Cost Tracking Log (CTL) that will track all cost commitments and changes. Proposed changes that have a cost impact must be approved in writing by the Review Committee.

6.0 Human Resources Management

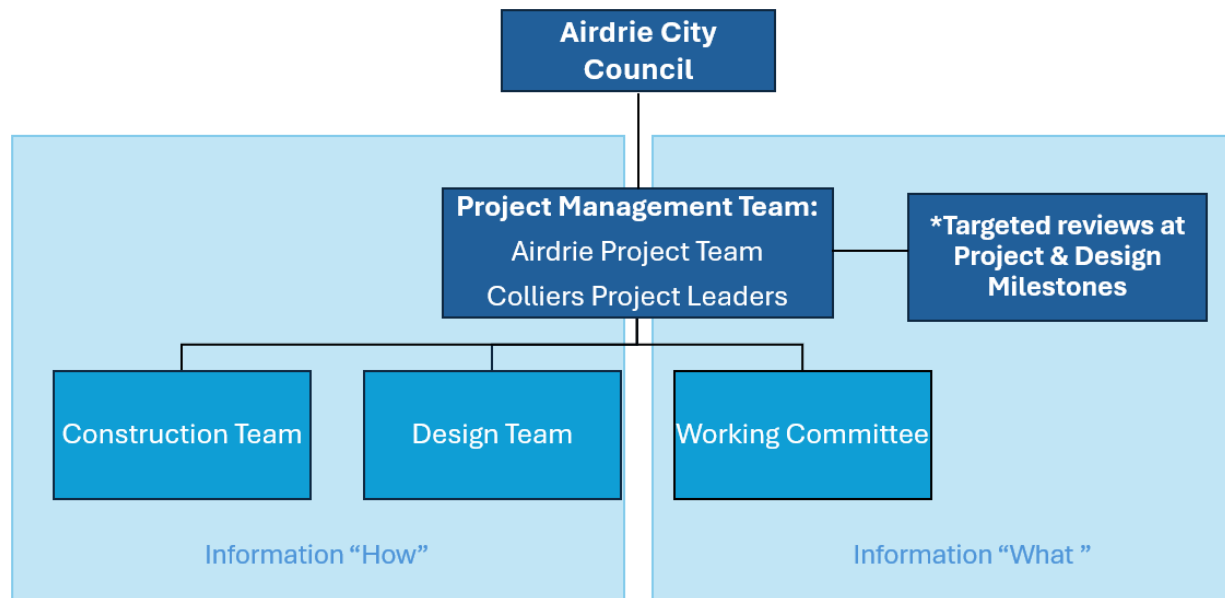
Colliers Project Leaders has been engaged as the Project Management Consultant and will report directly to the Review Committee. All other parties including the Design and Construction delivery teams will be determined as the project progresses.

7.0 Communications Management

The outline communications strategy is highlighted below. A detailed communications plan will be developed as part of the Project Plan.



Airdrie Southwest Recreational Center Communications Chart



*Targeted reviews with user groups (e.g., Sports Users, Airdrie Abilities, General Public Users) occur at key project milestones (Concept Design, Schematic Design), prior to Council presentation.

Figure 1. Communications chart

8.0 Risk Management

Colliers Project Leaders will create and maintain a Risk Register for this Project that will identify and manage potential risks that may impact this Project. Major project risks will be reviewed at the monthly Review Committee meetings.

9.0 Quality Management

Colliers Project Leaders will recommend a quality management program for review and acceptance by the Review Committee.

10.0 Procurement Management

All procurement will be in accordance with The City of Airdrie's procurement policies and authorization protocols.



Sign-on to the Charter

| Stakeholder | Date | Signature |
|--|------|-----------|
| City of Airdrie – Mayor | | |
| Mayor Peter Brown | | |
| Airdrie Project Team | | |
| Director of Community Services – Michelle Lock | | |
| Manager of Recreation – Brad Anderson | | |
| Project Management Team | | |
| Chris Monson | | |
| Luna Velez | | |