

Recreation and Culture Strategy

Implementation Plan

Strathcona County's response to the Strategy
2020-2033

October 2020



Acknowledgements

We acknowledge we live on the traditional lands of Treaty 6 nations – including the Blackfoot, Cree, Dene, Gros Ventres, Métis, Nakota Sioux and Saulteaux.

This project would not have been successful without the commitment from Strathcona County citizens, community groups and stakeholders who took the time to share their ideas and feedback through surveys, group meetings and community conversations.

Thank you to Strathcona County Council and the Advisory Committee members who were committed to ensuring the needs of all community members were considered.



Clover Bar Ranch Spray Deck

Recreation

“Recreation is the experience that results from freely chosen participation in physical, social, and intellectual pursuits that enhance individual and community well-being.”

Adapted from the Framework for Recreation in Canada
2015: Pathways to Well-being

Culture

“Culture is creative artistic activity and the goods and services produced by it, and the preservation of heritage.”

Conceptual Framework for Cultural Statistics 2011



Strathcona Wilderness Centre - canoe lessons at Islet Lake

Executive Summary

Strathcona County Council approved a new Recreation and Culture Strategy that will serve as the guiding document for the community's provision of recreation and culture services over the next 12 years. This new strategy will serve as a high level "road map" that extends its focus beyond facility development and enhancement with the vision of providing a more holistic view of recreation, parks and culture priorities in the community.

The Strategy offers a unique approach that considers all aspects of service delivery - including partnerships, accessibility, inclusion and capacity building – that will be achieved through, and with, the community. A number of public engagement conversations were rooted in a shared passion for recreation and culture opportunities that contribute to an overall sense of well-being.

The Recreation and Culture Strategy was informed by more than 5,000 community responses representing 34,000 people, and further refined by representatives of 100 community groups. Strathcona County also worked to gather research on trends and best practices, as well incorporating the County's community profile, plans and policies to help shape the overall strategy.

The new Recreation and Culture Strategy focuses on five key areas: community needs, inclusion, building capacity, environmental stewardship and fiscal responsibility. These areas of focus serve to inform the priorities outlined in this Implementation Plan.



Millennium Place - Leisure Ice

The new Recreation and Culture Strategy builds off the County's existing Open Space and Recreation Facility Strategy (OSRFS). Several enhancements to community recreation came out of the OSRFS, including but not limited to, the construction of Emerald Hills Leisure Centre, Emerald Hills Sports Pavilion with artificial turf, the revitalization of Ardrossan Recreation Complex and Glen Allan Recreation Complex, Josephburg Trail, outdoor fitness equipment and the new spray parks located in Broadmoor Lake Park and Ardrossan Regional Park.

The Implementation Plan has been developed with ongoing, short, medium and long-term priorities, including public investment recommendations. The plan focuses on reinvesting in our existing infrastructure and maximizing use before new infrastructure is constructed. It also looks to partnerships that offer shared benefits and efficient use of resources that best meet community need.

This plan considers synergies with other County services, planning and operations. This includes master plans and strategies such as the 2015 Agriculture Master Plan, 2016 Urban Agriculture Strategy, 2017 Municipal Development Plan, 2018 Social Framework, 2019 Transit Master Plan, 2019 Municipal Land Strategy, 2020 Diversity and Inclusion Policy and the 2020 Tourism Strategy.

It's important to note that priorities and timing identified in this plan are subject to change based on overall corporate priorities.

This plan incorporates many initiatives that are designed to build upon and further enhance recreation and culture in the community and region. Implementing this plan, in whole or in part, will further the County's quest of becoming Canada's most livable community and will create even healthier and more connected people in our community.



Emerald Hills Leisure Centre - Aquafitness Class



Gallery@501 - Art Program

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[*What We Heard Comprehensive Report*](#)

[*County Plans and Policies*](#)

[*Broader Planning Review*](#)

[*Facilities and Spaces*](#)

[*Trends and Best Practices*](#)

[*Community Profile*](#)

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1 A guide to the plan

Recreation and culture opportunities are essential to the quality of life in Strathcona County. In 2018 Strathcona County spearheaded the development of a Recreation and Culture Strategy to guide collective effort in the provision of these opportunities for the benefit of County residents and visitors.

The Recreation and Culture Strategy was approved by Council in 2019 and is a product of the efforts of many recreation and culture stakeholders from within the County and beyond. It outlines a solid foundation from which effort and investment in these valuable services can be justified - a foundation that will stand the test of time and be relevant into the future.

The Strategy outlines five key focus areas that will be relevant for the next four, eight and 12 year periods. It was designed to help recreation and culture stakeholders, those in the public, non-profit, and private sectors to enhance the value and benefit of their efforts and create a common goal and outcomes to achieve collectively.

This Implementation Plan describes how Strathcona County will respond to the Recreation and Culture Strategy over the next 12 years. This will occur through decision-making and action related to facilities, spaces and programs.

Strathcona County anticipates this to be a plan where community groups and stakeholders can adopt certain initiatives as well as see themselves joining and becoming part of other initiatives.

This plan is intended to be a working document that will guide decision-making and action related to facilities, spaces and programs. It will continue to evolve as the County strives to achieve the Strategy's goal. Priorities and initiatives will be reviewed annually as part of updating department level Business Plans.

In addition to the annual review, a more in-depth analysis will be conducted in 2023 and 2027 to prepare for the next phases.

Methodology

Much work was completed in analyzing population and demographic data, assessing current inventories of facilities, spaces, and programs, and reviewing Strathcona County, regional, provincial, and national trends, policies and frameworks. One of the most important indicators of the current state of recreation and culture, and a key reference in determining what the future could or should look like, was the input and insight gathered from the community. In total, the perspectives of over 34,000 citizens were gathered and considered in the planning process.



Ardrossan Recreation Complex - Love to Play Room

Strategic influences

Beyond the 2019 Recreation and Culture Strategy and related documents, it is also important to note some of the significant planning influences that helped shape both the Strategy and the Implementation Plan.

1. Strathcona County's **Strategic Plan** is an overarching guiding document for the entire organization that the Implementation Plan needs to be considered and aligned with. The vision outlined in the Strategic Plan, to see the County "become the most livable community in Canada", can only be achieved with vibrant recreation, parks and culture services. All of the elements of the Recreation and Culture Strategy and Implementation Plan help to further this goal.
2. Strathcona County's **Municipal Development Plan (MDP)** Bylaw 20-2017 is a Council approved document required by the Municipal Government Act that describes a vision for the future of the County. It sets out the guidelines and policies for orderly growth and development in the County over the next 20 years and beyond to inform land use decisions, development management and investment in infrastructure and programs. The MDP provides the requirement for an open space and recreation facility strategy. It also gives policy direction for locating future parks, park master plans, local community services and major community services including indoor and outdoor recreation facilities. The MDP must also align with the Edmonton Metropolitan Region Growth Plan.
3. Strathcona County's efforts related to recreation, parks and culture facility and open space development over the past 10-15 years have been guided by the **Open Space and Recreation Facility Strategy (OSRFS)**. The OSRFS was integral to the County achieving the many successes it experienced over the last decade. Many of the projects outlined in the OSRFS have been completed, but there are some projects that are outstanding. The list of outstanding projects as well as some of the other strategic direction outlined in the OSRFS have been re-evaluated and in many cases carried forward in this Implementation Plan.

A number of strategies and site-specific master plans resulted from the OSRFS. They are listed below along with other relevant documents that have been re-evaluated and carried forward where warranted.

- Dog Off Leash Strategy (2015)
 - Aquatics Strategy (2012-2024)
 - Outdoor Spray Deck and Spray Park Strategy (2017-2032)
 - Sportsfield Strategy (2010-2025)
 - Trail Strategy (2012-2025)
 - Public Art Plan (2014-2019)
 - Josephburg Community Recreation Master Plan (2012-2023)
 - Ardrossan Community Recreation Master Plan (2010-2023)
4. Strathcona County's **Social Framework** is also an important influence on this Plan. The Social Framework is built upon many of the same themes as the Recreation and Culture Strategy. It is meant to guide the efforts of the County's social service stakeholders, including but not limited to the Family and Community Services department. This Implementation Plan has been developed with close consideration of the Social Framework and it is expected that as actions are taken, the synergy and collaboration between the two departments will be enhanced and strengthened.
 5. The **Municipal Land Framework** approved by Council in 2019, guides decision making for the use, acquisition and disposition of County owned land for current and future operations over the next 25 years. Its purpose is to balance and prioritize the demand and requirements for County land identified by County departments, residents and elected officials to ensure its best use with regard to economic, social and environmental sustainability.

6. Additionally, other Strathcona County **statutory plans**, the Land Use Bylaw, the Strathcona County Design and Construction Standards as well as other master plans, municipal policies, directives and procedures will guide the Implementation Plan for the Recreation and Culture Strategy.
7. Finally, it's important to note that there are many other **initiatives and plans at various levels of government** that have helped shape the Strategy and Implementation Plan including:
 - Regional (e.g. Edmonton Metropolitan Region Board, Edmonton Metropolitan Region Growth Plan, and Intermunicipal Collaboration Frameworks)
 - Provincial (e.g. Active Alberta and Spirit of Alberta policies; the modernized Municipal Government Act)
 - National (e.g. Sport for Life, Pathways to Wellbeing: A Framework for Recreation in Canada)

This ensures that the County is aligned, where appropriate, with potential partners and key stakeholders that share common goals related to recreation, parks and culture opportunities and services and the benefits that accrue from them.



Free Summer Play Day



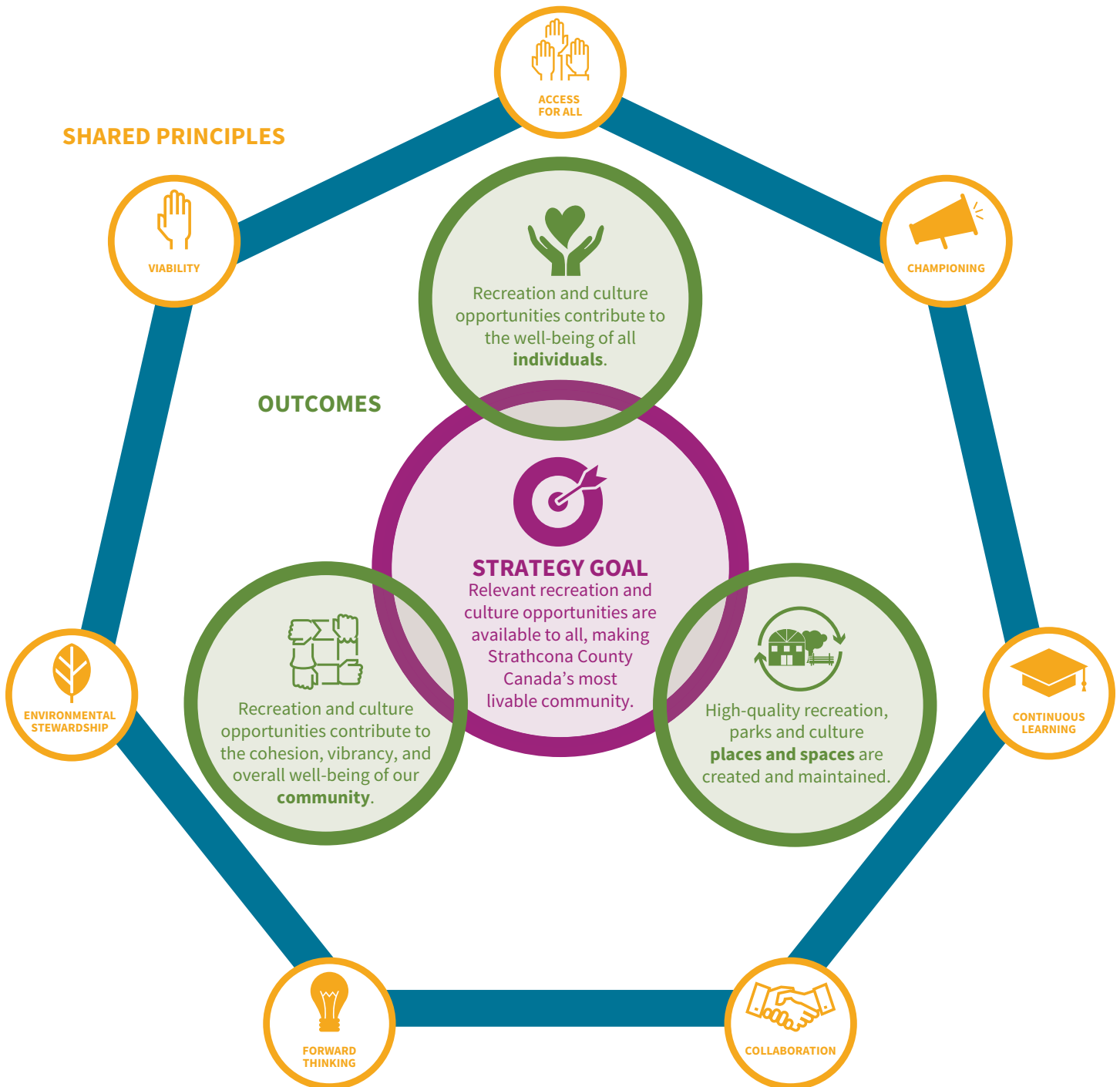
Broadmoor Lake Park - Cultural Performances



Annual Canada Day Festival

Foundation

This foundation provides a rationale for investment and effort in recreation and culture opportunities. It helps stakeholders see how their role contributes to the success of the overall community, making it more livable, and helps people to understand the broad intentions and benefits of recreation and culture throughout the County.



Details in Recreation and Culture Strategy, pages 5-12.

Implementing the strategy

The 2019 Recreation and Culture Strategy articulates a foundation for why all stakeholders expend time, effort and resources creating and delivering opportunities for residents and visitors to participate in recreation and culture activities.

The Strategy's goal and outcomes, as well as the shared principles, create a common reference for all stakeholders to collaborate and work together towards a common end, and therefore need to be embedded in the policies, planning, designing, constructing and operating protocols and practices of Strathcona County.

The Recreation and Culture Strategy's goal, outcomes and principles will be operationalized through:

Internal implementation

- activating Implementation Plan initiatives in various County department annual business plans;
- program, facility and open space planning;
- staff workshops and meetings to explain the Strategy's goal, outcomes and principles and how to incorporate them into day to day business; and
- reviewing existing grant programs, plans and procedures to align with the Strategy's goal, outcomes and principles.

External implementation

- sharing the Recreation and Culture Strategy with community groups and facilitating the development of their plans that support the Strategy's goal, outcomes and principles;
- requiring groups to demonstrate linkages to the Strategy when applying for County grants and partnership agreements;
- showcasing the benefits of recreation and culture opportunities; and
- sharing motivational stories and statistics to educate and motivate residents.



Festival Place - Performing Arts Program

Timing and measures

The Implementation Plan initiatives will be reviewed annually to inform various department Business Plans. Project-specific measures will also be evaluated.

This review will include opportunities for public feedback, a review of the existing priorities and initiatives and capturing emerging trends and issues. New priorities and projects will be considered to ensure the needs of the community are being met most effectively and efficiently.

In addition, the Council Advisory Committees (Youth, Seniors, Accessibility and Community Living) will be engaged to determine if the community feels progress is being made on the plan and is positively benefiting the community.

Annual meetings will also take place with community groups and non-profit organizations to determine if the Recreation and Culture Strategy is aiding them in achieving their overall objectives and is assisting in reducing barriers to participation.

The Implementation Plan will be considered successful when the following three strategy outcomes are achieved. Measures that will be used to determine success will be captured through regular consolidated public engagement and utilization metrics.

Strategy outcomes and measures

Individual outcome

Recreation and culture opportunities contribute to the well-being of all individuals.

Measures

- People of all ages and abilities have the opportunity to participate in enjoyable activities that facilitate being physically active throughout their lives and promotes physical literacy.
- People of all ages and abilities have the opportunity to participate in creative activities, appreciate the arts, understand history and heritage and attain knowledge about our community culture.
- People of all ages and abilities are able to participate in meaningful leisure pursuits and outdoor recreation and culture opportunities throughout the year.
- Access to recreation and culture opportunities bolster participant self-worth and enhance mental well-being.
- Residents and visitors are able to connect through recreation and culture activities.
- Residents and visitors have access to skill development opportunities through a variety of recreation and culture activities.



Community outcome

Recreation and culture opportunities contribute to the cohesion, vibrancy, and overall well-being of our community.

Measures

- Recreation and culture opportunities and spaces are welcoming, inclusive and strive to be accessible to all.
- Residents and visitors have the ability to participate in a variety of recreation and culture opportunities regardless of age, ability, ethnicity, financial circumstance, geography or self-identity.
- Volunteerism and volunteer organizations are thriving with a strong base of skilled volunteers that feel supported and valued.
- Special events in Strathcona County bring residents and visitors together to celebrate and connect.
- Recreation and culture opportunities are designed and facilitated in ways that boost local economic activity and enhance the attractiveness of the County benefitting residents, community groups, visitors and businesses.

Places and spaces outcome

High-quality recreation, parks and culture places and spaces are created and maintained.

Measures

- Recreation and culture facilities and open spaces are diverse and meet modern user expectations.
- Recreation and culture facilities and open spaces are designed to foster community identity and connectedness.
- Recreation and culture facilities and open spaces operate efficiently while maximizing participation levels.
- Recreation and culture facilities and open spaces are planned, designed and operated in ways that ensure resilience in the context of climate change.



Emerald Hills Leisure Centre - Mermaid Program



Emerald Hills Artificial Turf - Outdoor Fitness Class

2 Areas of focus

Priorities and objectives

Further to the philosophical foundations outlined in the Recreation and Culture Strategy, five key Areas of Focus were identified. These Areas of Focus were uncovered through research and engagement efforts undertaken during the development of the Strategy and respond to the current state of recreation and culture in the County. It is expected that these Areas of Focus, unlike the foundations, may not remain relevant past 10-12 years and will require continuous review.

The following sections of the Implementation Plan are organized under the five Areas of Focus and outline specific actions the County can take to address them, ultimately enhancing recreation and culture services in Strathcona County. The areas of focus are not listed in order of importance as they are all integral to the success of the plan.



Spray Park and Playground at Broadmoor Lake Park



Strathcona Wilderness Centre

Area of focus 1: Community needs

The need for recreation and culture in Strathcona County is diverse. Many existing facilities and services are nearing capacity and the appetite for new or enhanced recreation and culture facilities and services is strong from both organized groups and the general public.

The Recreation and Culture Strategy outlines the following priorities related to understanding community needs:

- Identifying community needs
- Prioritizing community needs
- Investigating the feasibility of identified needs
- Appreciating the investment and effort provided within the recreation and culture community

The following section outlines how Strathcona County will identify, prioritize and best meet community needs from a public perspective.

The direct and indirect benefits of recreation and culture investment also need to be measured against cost; and the potential to work with partners could also be considered.

Identifying community needs

1.1: Community engagement

Conduct strategic public and stakeholder engagement to build a consistent and expected forum for residents and groups to provide insight related to recreation and culture facilities, spaces and programs.

1.2: Diverse populations

Working with stakeholders, identify ways to better meet the needs of diverse populations (e.g. seniors, youth, differently abled, ethno-cultural, LGBTQ. etc.) and support recreation and culture activities with a focus on:

- Demand and adaptations for programs, facilities and services in response to diverse needs
- Partnerships for mental and physical health-related programming
- Intergenerational programs and support
- Population-specific facility needs, amenities and services
- Alignment of transit schedules with targeted recreation and culture opportunities
- Opportunities for active transportation
- Population-specific communication channels
- Affordability.

More initiatives that address the needs of diverse populations are also included in Area of Focus 2: Inclusion.



Millennium Place - Fitness Class



Smeltzer House - Pottery Program

Prioritizing community needs

1.3: Strategies

Prepare new strategies and continue to work on the objectives identified in existing strategies.

- A strategic plan is an organization's process of defining its direction and making decisions on allocating its resources to pursue this direction.
- The intent is to provide guidance and direction for recreation and culture opportunities in the community.

1.4: Master plans

Where the need for future facilities, open spaces and school sites have been identified in a statutory plan or as otherwise directed by Council, prepare master plans to help guide future planning that will develop new or improved infrastructure, programming, operations and maintenance. Master plans provide a coordinated and strategic planning approach that will build upon any existing plans and policies while identifying public needs and priorities. Master plans that involve school site planning will be coordinated with the relevant school board.

1.5: Prioritization tool

Adopt the needs assessment and prioritization tools outlined in Appendix A to guide investment and effort related to recreation and culture facilities, spaces, and programs.

1.6: Allocation policies and utilization guidelines

Review allocation policies and utilization guidelines for rental spaces in the inventory of facilities and open spaces based on the Strategy Goal, Outcomes and Shared Principles including but not limited to indoor/outdoor spaces, pools and ice allocation policies as well as facility utilization guidelines.



Kinsmen Leisure Centre - Preschool Program

Investigating feasibility

1.7: Project planning process

Adopt the guidelines outlined in Appendix B to explore the feasibility, design, build and operations of new or enhanced service areas.

1.8: Community partnership process

Refine and define administrative guidelines for community partnership opportunities. Partnerships may be initiated by the County or the community.

1.9: Regional cooperation

Conduct regular discussions with representatives of regional municipalities related to policy, recreation, culture, facilities, open spaces and capacity building to understand the regional context and identify ways to work together.

Appreciate the investment and effort provided within the community

1.10: Community connections - building a network

Host community conversations/presentations to give recreation and culture organizations a chance to share best practices, explore partnership opportunities, discuss initiatives and infrastructure projects and to stay informed about how the County is implementing the Recreation and Culture Strategy.



Emerald Hills - Winter Play Day

Area of focus 2: Inclusion

In order for Strathcona County to get the most benefit out of investment and effort related to recreation and culture, opportunities for residents and visitors must be as inclusive as possible.

The Recreation and Culture Strategy outlines the following key priorities related to inclusion:

- Creating welcoming places and spaces
- Identifying and reducing participation barriers
- Achieving equitable geographic balance
- Ensuring awareness of opportunities

The following section outlines how the County can address and further inclusion through recreation and culture opportunities.

Creating welcoming places and spaces

2.1: Inclusion

- As part of the implementation of Strathcona County's Diversity and Inclusion Policy (GOV-002-020), explore ways in which recreation and culture can be more responsive to diverse populations to enhance inclusion practices and make all people feel welcome.
- Focus on the areas of staff training, program delivery, infrastructure design, marketing, and community capacity building initiatives.

2.2: Play

- Incorporate innovative play amenities and activities in facilities and spaces that provide opportunities for social interaction, creativity, adventure, challenge, unstructured play, physical activity and/or connection with nature. The goal is to further social connectivity, decrease digitization and to reap the benefits of play for all ages.
- When designing new or revitalizing existing facilities and spaces, ensure consideration is given to four season design for all ages and abilities to support year-round opportunities.



Emerald Hills Leisure Centre

2.3: Barrier-free accessibility

- Review physical accessibility audits on all County owned recreation and culture facilities and spaces and invest in priority areas where feasible.
- Assist non-profit recreation and culture groups to conduct accessibility audits on their facilities.
- When new recreation and culture facilities and open spaces are designed, ensure consideration is given to physical accessibility. Review and coordination with stakeholders during the design phase is essential.

2.4: Truth and reconciliation

- As part of the implementation of Strathcona County's Diversity and Inclusion Policy (GOV-002-040), explore the ways in which recreation and culture can be more responsive to Indigenous populations.
- Explore ways to embrace Indigenous voices and culture within recreation and culture spaces, programs, events and opportunities.

Identifying and reducing participation barriers

2.5: Reduction of barriers

- Identify and monitor barriers to participation through public and stakeholder engagement.
- Working with community groups and people who experience barriers, review and enhance programs that mitigate barriers to enhance overall utilization of recreation and culture programs, spaces and facilities.
- Review the Recreation Access Program (RAP) to determine its effectiveness in meeting participants' needs.
- Review how we promote subsidy support, free and low-cost recreation and culture opportunities.
- Continue to work interdepartmentally to offer streamlined services to assist people experiencing barriers, such as cost and transportation.
- Investigate ways to support positive mental health and well-being through recreation and culture opportunities.

2.6: Special events and programs

- Host the 2023 Special Olympics Alberta Winter Games to showcase the community, facilities, programs and enhance partnership opportunities.
- Establish a long-term vision for event hosting opportunities.
- Explore opportunities to partner with regional municipalities for hosting regional, national and international festivals and sporting events.
- Coordinate volunteer recruitment and retention plans for special events.
- Consider additional programming at events for youth and adults.
- Develop a Winter Community Strategy that will evaluate current recreation and culture services and programs and establish long term vision for winter and the impact on quality of life.
- Explore synergies with the 2020 Tourism Strategy.
- Create a balance between neighborhood and regional programming to complement efforts to connect community members.

2.7: Enhance cultural participation

Update the Cultural Services Policy addressing:

- support and development of cultural groups,
- a review of the Arts, Culture and Heritage Community Investment Program,
- ways to reduce barriers and increase audiences and participants,
- cultural program innovations (e.g. digital arts, makerspace, artist in residence, community public art, digital heritage experiences),
- an update of the Public Art Plan, including a review of potential private sector participation,
- increasing knowledge and awareness of history, heritage, multiculturalism and Indigenous history and culture,
- the arts as a means of placemaking and creating welcoming, vibrant spaces,
- increasing the visibility of arts and culture opportunities,
- assessment of the community needs for cultural spaces and places, and
- an update on the History and Heritage Policy.



Festival Place - Performing Arts Program

Achieving equitable geographic balance

2.8: Opportunities across landscape

- Conduct a GAP Analysis of rural and urban programming needs. Review recreation and culture programming in the growth hamlets of Ardrossan, Josephburg and South Cooking Lake to evaluate how they can continue to support the recreation and culture needs of the hamlets as well as the broader rural area.
- Review the catchment population for rural and urban facilities to gain an understanding of where and how people are gathering now and how to further engage them in recreation and culture opportunities.
- Examine the role of community halls as nodes of participation.
- Facilitate rural and urban opportunities and support connections to programs and services in facilities and open spaces.
- Showcase rural history and heritage to boost community identity and increase awareness of Strathcona County's rural roots.



Ardrossan Recreation Complex

Ensuring awareness of opportunities

2.9: Community group support plan

- Develop strategies to assist recreation and culture groups to increase and retain participants and audiences.

2.10: Community awareness

- Develop strategies for increasing awareness of existing and new opportunities for targeted demographics including youth, young adults, seniors, cultural program participants and newcomers.
- Promote the many individual and community benefits that emerge from recreation and culture opportunities to help motivate participation and generate support for recreation and culture in the community.
- Develop strategies to increase awareness of rural recreation and culture opportunities, both indoors and outdoors.



Strathcona Olympiette Centre - Preschool Program

Area of focus 3: Building capacity

Recreation and culture opportunities in Strathcona County are provided by the public, non-profit and private sectors. If not for this collective effort, current and future levels of service and associated benefit could not be achieved.

The Recreation and Culture Strategy outlines the following key priorities related to building capacity in the community:

- Strengthening existing partnerships and fostering new partnerships
- Supporting volunteerism
- Enhancing knowledge, skills and competencies

The following section outlines how Strathcona County can help build capacity both internally and externally, ultimately strengthening the entire recreation and culture service delivery system.

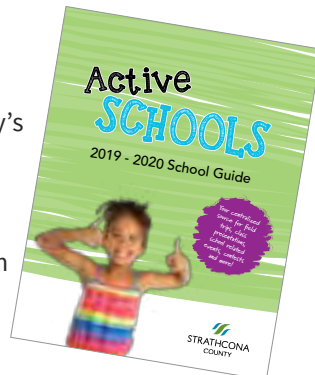
Strengthening existing partnerships and fostering new partnerships

3.1: Align partnerships with the Strategy

- Review all existing and new recreation and culture partnership arrangements and frame them (or reframe them) in the context of the Recreation and Culture Strategy's overarching goal, outcomes and shared principles.
- When considering new partnerships, assess opportunities based on alignment with the Strategy as outlined in Appendix A.
- Review recreational license and other landholder agreements in the context of the Recreation and Culture Strategy's overarching goal, outcomes and shared principles.

3.2: Reciprocal Use Agreements

- Update five-year School Reciprocal Use Agreements upon renewal to align with the Recreation and Culture Strategy's goal and outcomes.
- Review Municipal Development Plan polices to place an emphasis on future collaboration related to school sites and school site master plans to coordinate recreation facilities with school sites.



Supporting volunteerism

3.3: Volunteerism

- Working with Volunteer Strathcona, enhance volunteer development by attracting volunteers and celebrating volunteerism in the recreation and culture sector.
- Working with Volunteer Strathcona, support development initiatives that will strengthen community group leadership within recreation, culture and conservation groups (e.g. marketing, training, coaching certification, strategic planning, grants, sponsorship, inclusion, event planning).

Enhancing knowledge, skills and competencies

3.4: Information sharing

- Gather information regarding participation in recreation and culture opportunities in the County, including through non-profit groups to help measure performance and further understand the recreation and culture market in Strathcona County.
- Develop a method for internal and external information sharing of trends, demographics, community input, best practices, learning opportunities, etc.



Digital Community Board - Millennium Place

3.5: Cultural community development

Establish a cultural round table to foster community group development, encourage cooperation and strengthen the cultural sector throughout the County.

Area of focus 4: Environmental stewardship

Environmental stewardship involves the provision of facilities, spaces and programs that promote environmental awareness and a shared responsibility for activities that support a healthy environment. This is where residents can connect with nature and appreciate the environment.

The Recreation and Culture Strategy outlines the following key priorities related to environmental stewardship:

- Educating participants and the community on the value of parks and open spaces
- Planning parks and open spaces
- Encouraging outdoor participation
- Appreciating the environment

The following section outlines how Strathcona County will incorporate environmental stewardship into current and future practices related to recreation and culture provision.

Educating on the value of parks and open spaces

4.1: Parks and open space awareness

- Connect people of all ages and abilities to nature and increase awareness of the opportunities available and the benefits of participating in outdoor recreation year-round.
- Increase nature stewardship opportunities and programs.
- Increase educational opportunities regarding history and natural heritage.

Planning parks and open spaces

4.2: Protection of spaces and sites

Protect environmentally, historically and culturally significant spaces and sites using reserve dedication (i.e. municipal, environmental and community), municipal historic resource designation, acquisition and other tools such as conservation easements.



Strathcona Wilderness Centre

4.3: Environmental inventory

Create an inventory of environmentally significant areas within the County and work to protect them through acquisition, working with landowners to create easements and other designations, and by continuing to protect existing inventories.

4.4: Open Space Master Plan

Complete an Open Space Master Plan, which will review existing parks and open space classification systems, trails hierarchies, design guidelines, and operating and maintenance protocols as needed to remain relevant and effective. Alignment with regional systems may be desirable.

Encouraging outdoor participation

4.5: Parks and open space programming

- Ensure that natural, passive spaces are incorporated into parks and open spaces, along with amenities that will create community and encourage active lifestyles.
- Increase awareness of outdoor activities throughout the year.
- Expand four-season community-building programs in parks and open spaces such as community gardens, Summer Rec Days, skating and movies in the park.
- Offer environmental education opportunities.
- Link indoor facilities more closely with the outdoors around them to increase outdoor activity and activate parks.
- Explore synergies with the 2020 Tourism Strategy

Appreciating the environment

4.6: Green technologies and events

- Support the County's green technology initiatives when designing new or enhanced recreation and culture facilities and spaces.
- Implement sustainable and environmentally friendly practices as it pertains to waste management, water and energy conservation and transportation.
- Coordinate a tool kit for community organizations to encourage hosting sustainable events in the community.
- Support County initiatives that reduce waste, promote recycling, save water and reduce energy consumption.

4.7: Environmental sustainability and climate change mitigation

Implement "green" practice in the design and operation of facilities, parks and open spaces including:

- growing the urban tree canopy,
- maintaining minimal herbicide/pesticide use and continuing to explore alternatives,
- focusing on using native plants,
- encouraging biodiversity,
- using plants and trees to cool the urban landscape,
- creating trails and greenways to encourage carbon-free transportation, and
- promoting eco-scaping.



Woodbridge Lake Park



Broadmoor Lake Park - Arbor Day

Area of focus 5: Fiscal responsibility

The benefits of having recreation and culture opportunities in Strathcona County do not come without financial cost. Most service providers, including the County, have limited resources to allocate to recreation and culture. Fiscal responsibility will ensure that the use of resources for these important services is optimized.

The Recreation and Culture Strategy outlines the following key priorities related to fiscal responsibility:

- Securing financial resources
- Ensuring appropriate use of recreation and culture investment
- Ensuring the safety and longevity of recreation and culture infrastructure

The following section outlines how Strathcona County will be fiscally responsible in providing recreation and culture opportunities to residents and visitors.

Recommendations will be funded and approved through the regular budget process. The focus is on what can be accomplished through the existing budget process with an emphasis on maintaining existing infrastructure. New infrastructure will be balanced with other corporate priorities through the budget process.

Securing financial resources

5.1: Sponsorship

- Continue to use sponsorship to leverage public investment in recreation and culture services.
- Continue to explore opportunities for partnerships (public, private and non-profit) in the delivery of recreation and culture opportunities.

5.2: Fees and charges framework

Develop a framework to support a consistent and fair approach to setting fees and charges for recreation and culture facilities, programs and services that aligns with the goal and outcomes of the Recreation and Culture Strategy.

5.3: Grants

- Support community groups in applying for grants related to recreation and culture opportunities where possible.
- Continue to offer grants to support community recreation and culture.

Ensuring appropriate use of recreation and culture investment

5.4: Land acquisition in rural and urban areas

- Acquire land for recreation and culture purposes in both urban and rural areas through a combination of municipal reserve contribution, purchase and donation as needed.
- Establish a list of facility and open space site needs and share with other County departments.
- Establish a land acquisition reserve with cash in lieu collected and supplemented with other sources.
- Consider acquiring land for nature preservation purposes and seek out funding opportunities to do so.

5.5: Repurpose existing recreation and culture land inventories in rural and urban areas

- Ensure that all re-purposed or decommissioned recreation and culture facilities and spaces continue to be used for recreation and culture purposes or that the activity is available elsewhere in the County.
- Create a process to evaluate and address decommissioned buildings.



Spray Park and Playground - Ardrossan Park

5.6: Infrastructure projects

Infrastructure projects are created in response to recommendations through strategies, master plans, feasibility studies, concept and design, revitalization projects and through Strathcona County priorities.

5.7: Technology projects

Improve access to existing spaces and services by implementing:

- Business system upgrade - Phase II (online bookings/membership sales)
- Festival Place website redesign.

5.8: Multi-use facilities and open spaces

- Focus on revitalizing existing infrastructure before building new whenever possible.
- When investing in new or existing recreation and culture facilities and spaces, ensure they are evaluated for adaptability, accessibility, accommodation of multiple activities, and are able to be re-purposed easily to accommodate changing needs.
- New facilities and spaces should emphasize an integrated approach in design and service delivery creating connections between a wide variety of services. They should be intentionally designed with a welcoming aesthetic, accessible, inclusive and increase social relationships and gathering space within the community.

5.9 Public art projects

Per cent for Art Funding from eligible capital projects will be used to create and install art in public places.

Ensuring the safety and longevity of recreation and culture infrastructure

5.10: Asset management

- Establish defined, consistent and repeatable processes to manage recreation assets and infrastructure with specific consideration given to modern recreation and culture user expectations. This involves ensuring open spaces and facilities are relevant and functional and include reserve budgeting to continue to provide the desired levels of service and value.
- Asset management plans focus on these critical factors:
 - preservation of recreation and culture assets,
 - environmental protection and stewardship,
 - financial sustainability,
 - sustainable growth,
 - capacity building, and
 - health and safety.
- Ensure functional obsolescence / functional program requirements for recreation and culture facilities, spaces and assets are included in County asset management plans.
- Monitor and assess demand and space requirements for activities through research and ongoing dialog with recreation and culture groups to understand the functional relevance of facilities and spaces.

Festival Place - Theatre



3 Action plan

Next steps, funding and timing

This Implementation Plan is meant to guide the efforts and investment of Strathcona County related to recreation and culture services over the next 12-year period in response to the 2019 Recreation and Culture Strategy.

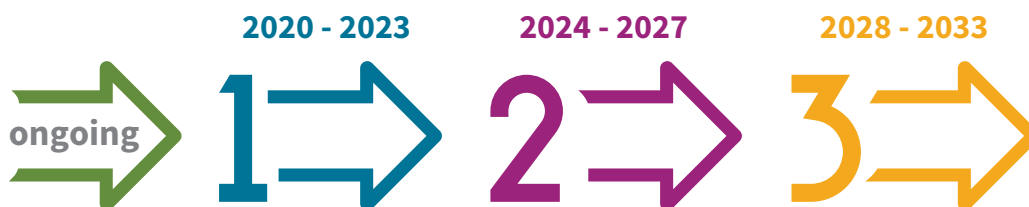
This section summarizes the priorities and objectives outlined for each Area of Focus and proposed timing. Note that the timing is for planning purposes and may be subject to change.

Future infrastructure projects

This section identifies future priorities related to specific facilities and open spaces in the County.

Based on the demands and considerations, provision of suggested clusters of new and enhanced / renewed facilities and spaces have been identified over the next four to eight years. These are presented in rank order based on the information included in this report as well as the prioritized list of recreation, parks and culture projects as identified in the Recreation and Culture Strategy.

Although each of the proposed projects are unique, all proposed facilities and open spaces should be designed to optimize public space through co-location and should be structured to encourage social gathering and community connection.



Action plan



Timing

COMMUNITY NEED

1.1: Community engagement



1.2: Diverse populations



1.3: Strategies

- Dry Surface and Gymnasium Strategy
- Physical Accessibility Strategy



1.4: Master plans

- Northern Strathcona County Regional Park Master Plan
- Strathcona County Open Space Master Plan
- Sally Stewart Park Master Plan
- Strathcona Athletic Park Master Plan
- Broadmoor Lake Park Master Plan
- Cambrian Regional Park Master Plan



1.5: Prioritization tool



Art Gallery@501

COMMUNITY NEED

	Timing
1.6: Allocation policies and utilization guidelines	3⇒
1.7: Project planning process (Appendix B)	
• Emerald Hills Leisure Centre - 2 nd floor CONCEPT	1⇒
• Indoor Field House - CONCEPT	1⇒
• River Valley Alliance (RVA) - pedestrian bridge CONCEPT	1⇒
• Strathcona County Museum and Archives Functional Plan - STRATEGY	1⇒
• Festival Place Modernization - STRATEGY/CONCEPT	1⇒
• Sherwood Park Arena - CONCEPT	2⇒
• Strathcona Olympiette Centre - CONCEPT	2⇒
• Strathcona Wilderness Centre - Information Centre CONCEPT	2⇒
1.8: Community partnership process	1⇒
1.9: Regional cooperation	⇒
1.10: Community connections - building a network	⇒



Glen Allan Recreation Complex - Racquetball



Festival Place - Garage Band

Action plan



Timing

INCLUSION

2.1: Inclusion



2.2: Play



2.3: Barrier-free accessibility



2.4: Truth and reconciliation



2.5: Reduction of barriers



2.6: Special events and programs



2.7: Enhance cultural participation



2.8: Opportunities across landscape



2.9: Community group support plan



2.10: Community awareness



Timing

BUILDING CAPACITY

3.1: Align partnerships with the Strategy



3.2: Reciprocal use agreements and partnerships

- École Père Kenneth Kearns Gymnasium BUILD
- School Reciprocal Use/Joint Use Planning Agreements (4)



3.3: Volunteerism



3.4: Information sharing



3.5: Cultural community development



ENVIRONMENTAL STEWARDSHIP

	Timing
4.1: Parks and open space awareness	⇒⇒
4.2: Protection of spaces and sites	⇒⇒
4.3: Environmental inventory	1⇒
4.4: Open Space Master Plan	1⇒
4.5: Parks and open space programming	⇒⇒
4.6: Green technologies and events	⇒⇒
4.7: Environmental sustainability and climate change mitigation	⇒⇒



Community Conversation - Strategy Engagement



Strathcona Wilderness Centre - Program



Centennial Park



Millennium Place - Outdoor Fields

Action plan



Timing

FISCAL RESPONSIBILITY

5.1: Sponsorship	⇒
5.2: Fees and charges framework	1⇒
5.3: Grants	⇒
5.4: Land acquisition in rural and urban areas	⇒
5.5: Repurposing existing recreation and culture land inventories in rural and urban areas	⇒
5.6: Infrastructure projects	
• Basketball courts in park spaces	⇒
• Skateboard spots in park spaces	⇒
• Outdoor Community Partnership Projects	⇒
• Community gathering such as seating areas, gazebos, picnic shelters	⇒
• Ardrossan Skateboard Park - BUILD	1⇒
• Broadmoor Tennis Club - tennis court replacement - BUILD	1⇒
• École Père Kenneth Kearns School - Gymnasium expansion - BUILD	1⇒
• Heritage Hills boarded rink - BUILD	1⇒
• Heritage Hills Park - dog off-leash area - BUILD/OPERATE	1⇒
• Josephburg outdoor pickleball courts - BUILD/OPERATE	1⇒
• Kinsmen Leisure Centre - universal changeroom/mechanical upgrade - OPERATE	1⇒
• Millennium Place - aquatic mechanical upgrade/ice plant replacement - BUILD	1⇒
• Moyer Recreation Centre - emergency reception centre - DESIGN/BUILD	1⇒
• River Valley Alliance (RVA) - pedestrian bridge - DESIGN/BUILD	1⇒
• Spray deck in Sherwood Park - DESIGN/BUILD	1⇒
• Strathcona Olympiette Centre - curling floor repair - DESIGN/BUILD	1⇒

FISCAL RESPONSIBILITY

	Timing
• Summerton Spray Deck - BUILD	1⇒
• Village on the Lake - outdoor pickleball court replacement - BUILD	1⇒
• Strathcona Wilderness Centre - Trail lighting Phase 1 - DESIGN/BUILD	1⇒
• Centennial Park - DESIGN	2⇒
• Emerald Hills Leisure Centre - 2 nd floor development - DESIGN/BUILD	2⇒
• Festival Place - Modernization - DESIGN/BUILD	2⇒
• Indoor Field House - DESIGN/BUILD	2⇒
• Sally Stewart Park - DESIGN	2⇒
• Sherwood Park Sports Centre - floor replacement - BUILD	2⇒
• Strathcona County Museum and Archives - DESIGN	2⇒
• Strathcona Wilderness Centre - Trail lighting - Phase 2 - DESIGN/BUILD	2⇒
• Northern Strathcona County Regional Park - DESIGN	3⇒
• Strathcona Wilderness Centre - Information Centre - DESIGN	3⇒
• Sally Stewart Park - BUILD	3⇒



Emerald Hills Artificial Turf and Sports Pavilion



Glen Allan Recreation Complex

Action plan



Timing

FISCAL RESPONSIBILITY

- Boarded outdoor rink replacements

1. Brentwood Park - BUILD

1→

2. Mills Haven Park - BUILD

2→

3. Strathcona Athletic Park - BUILD

2→

- Trails (asphalt)

1. Sherwood Estates to Executive Estates

1→

2. Granada Boulevard east of Sherwood Park Mall along Eastgate Lake

1→

3. Ardrossan Memorial Hall to Queen Street

1→

4. Ardrossan Sports fields to Ardrossan High School

1→

5. École Père Kenneth Kearns (EPK) trail – Sandpiper Park to EPK School

1→

6. Range Road 232 - Estates of Sherwood Park south to Whitecroft

1→

7. Range Road 232 - Balmoral (traffic circle) north to Emergency Access
Sherwood Golf and Country Club Estates

1→

8. Range Road 233 - Sherwood Golf and Country Club Estates to
Campbelltown Heights

1→

9. Malvern Park

1→

10. Strathcona Athletic Park Accessible Trail

1→

11. Broadmoor Lake Park Accessible Trail

1→

12. Strathcona Regional Trail

1→

13. Estates Drive

1→

14. Baseline Road to Ardrossan

2→

15. Range Road 233

2→

16. Range Road 231

2→

	Timing
5.7: Technology projects	
• Business system upgrade (Intelligenz) - Phase 2	1⇒
• Festival Place website redesign and ticketing system	1⇒
5.8: Multi-use facilities and open spaces	⇒
5.9: Public art projects (chronological order)	
• Ardrossan Skateboard Park - youth mural	1⇒
• Kinsmen Leisure Centre - mosaic	1⇒
• Strathcona Regional Trail - Asphalt Print	1⇒
• Strathcona Olympiette Centre - curling floor repair	1⇒
• Strathcona Public Services Yard (SPSY) modernization	1⇒
• Multi-purpose Agricultural Facility	1⇒
• Moyer Recreation Centre - lobby	1⇒
• Emerald Hills Leisure Centre - 2 nd floor development	2⇒



Trail in Sherwood Park



Deermound Off-Leash Area

Action plan



Timing

FISCAL RESPONSIBILITY

5.9: Public art projects - continued (chronological order)

- River Valley Alliance - Pedestrian Bridge
- Indoor Field House
- Sherwood Park Sports Centre
- Sherwood Park Arena
- Festival Place
- Strathcona Olympiette Centre
- Strathcona County Museum and Archives
- Centennial Park
- Ardrossan Bridge - handrail inserts
- Sally Stewart Park
- Strathcona Wilderness Centre - Information Centre

1⇒

2⇒

2⇒

2⇒

2⇒

2⇒

2⇒

2⇒

2⇒

3⇒

3⇒



Eyes on the Prize by William Frymire - Ardrossan Regional Park



Standing Guard by Cedar Mueller - Sherwood Park RCMP

5.10: Asset management

- Playground replacements (three per year)

1. Davidson Creek School

1⇒

2. Malvern Park

1⇒

3. St. Luke Catholic School

1⇒

4. Craigavon Park

1⇒

5. Gillies Park

1⇒

6. Jean Vanier Catholic School

1⇒

7. Antler Lake Community

1⇒

8. Circlewood Park Brentwood

1⇒

9. Mills Haven School

1⇒



Strathcona Olympiette Centre Playground



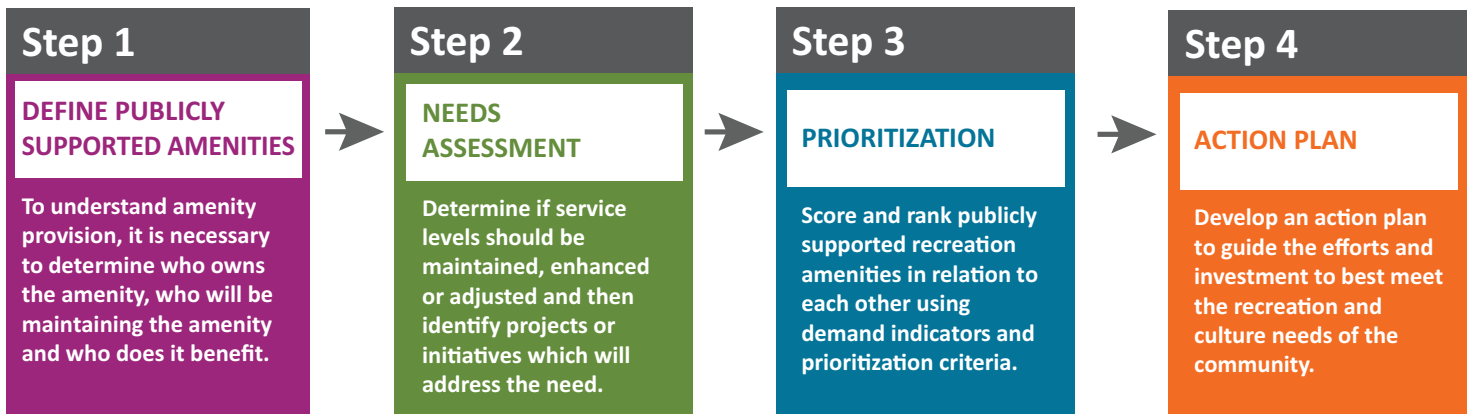
Cottonwood Playground Replacement

A Appendix: Prioritization tool

Inputs and key considerations

The County has limited resources and needs to prioritize the community needs related to recreation and culture facilities and spaces. This tool was created to assist with identifying priorities using various needs assessment and prioritization criteria. This prioritization tool is just one aspect of Strathcona County's decision-making process in which priorities are weighed within the larger hierarchy of overall County priorities.

It is important to note that this framework, and the output which it provides, is meant to provide decision makers with a reference point when contemplating an investment in recreation and culture amenities. It is not intended to circumvent political or administrative decision making. Also, important to note is that the scoring and associated ranking is based upon the most current market conditions and are subject to change as new information related to any of the criteria becomes available.



Step 1: Define level of public support for amenity

Strathcona County directly provides recreation and culture facilities and spaces, both indoors and outdoors and in both rural and urban locations. The County also supports other stakeholders and groups that provide facilities and spaces.

The amount and type of support ranges along a continuum. As new amenities come forward, they are considered along this continuum. Some groups lease and operate County owned facilities and spaces and the County retains responsibility for repairs and maintenance. Some groups are tenants within County operated facilities or rent space for activities. Some groups receive financial support for the programming that they offer in both non-county and county owned facilities/spaces. Each partner is considered individually and are often uniquely placed along the continuum.

Step 2: Needs assessment

The following demand indicators help the County to understand whether or not current provision levels of recreation and culture amenities are to be maintained, enhanced, or adjusted to meet demand. To create equity and fairness in the system, it is essential that all amenities the County invests in are analyzed in the same way, considering all demand indicators.

It is important to note that maintaining a provision level may require an increase when population increases to supply amenities at the same rate.

Demand indicators

1: General public/household preference

Indications of both current utilization and opinion on future investment as identified through the input of the general public and households.

Ideally measured through controlled access and statistically reliable public surveys to ensure there are no biases towards specific interests or demographics.

2: Organized user group preference

Indications of both current utilization and opinion on future investment as identified through organized user group surveys, discussions, and other sources such as Council presentations or formal group submissions to the County.

3: Utilization of existing amenities

Actual user/rental statistics related to how existing amenities in the County are being utilized and whether or not there are indications of unmet demand.

4: Participation trends

Local, regional, provincial, or national trends related to the amenity that may influence current and future public investment.

5: Supply in the region

An overview of both existing and planned inventories of the amenity within the broader region.

6: Supply in the County

An overview of both existing and planned inventories of the amenity within Strathcona County.

Note: supply refers simply to number of amenities not availability.

7: Supply compared to other municipalities

An overview of how the County compares to other municipalities regarding the provision/quantity of publicly owned/supported amenities relative to the overall population served.

Step 3: Prioritization

The following list of criteria are meant to help the County prioritize using a transparent and consistent approach. These criteria are demand indicators (to help determine ideal service levels), but provide other considerations that help the County prioritize. Each prioritization criteria have a weighting associated with it, as not all criteria are equal.

Each of the prioritization criteria provide insight as to whether or not one amenity deserves priority over another. Collectively, all of the criteria, weighted as indicated, provide a holistic and transparent perspective on allocating limited resources to recreation and culture amenities.

Prioritization criteria

1: Financial accessibility

The ability of all residents to access the amenity despite financial barriers to participation. Admission cost does not reasonably limit access.

2: Associated costs and financial impact

Overall net cost impact of providing the amenity including capital and operating costs.

3: Partnership opportunity

The ability for the County to reduce public investment in an amenity through capital and/or operational cost sharing with partners. Consider opportunities for partnership for both capital development and ongoing operation of the amenity.

4: Expected economic impact

Level of economic impact measured by direct injection into the local and regional economy as well as the impact on overall brand and image of the County.

5: Recreation and culture balance

Balance of County effort and investment, either real or perceived, as it relates to recreation and culture facilities, spaces, and programs.



Sherwood Heights - Pickleball courts



Broadmoor Lake Park - Multi-use trails

Step 4: Prioritization results and potential actions

The research in Charts A and B are based on the public engagement and research that was completed to inform the 2019 Recreation and Culture Strategy. It is important to note that the following table outlines potential amenity-based projects to consider in the future. **These assume that proper asset management occurs for all existing amenities.**

The results are ranked in order of priority from highest to lowest and the results of Step 2, Needs Assessment, are shown in the second column.



Enhance service level



Maintain service level

Chart A: Prioritization results - OUTDOORS










Amenity type	Needs Assessment	Current & potential projects and other considerations
1. Picnic areas/ shelters		<ul style="list-style-type: none"> Review gathering spaces to determine gaps Consider community gatherings when contemplating new and revitalized outdoor space development (i.e. gazebos, seating areas to support social gatherings and interactions)
2. Event grounds		<ul style="list-style-type: none"> Evaluate event grounds and amenities to support the growth of outdoor events in the community Agricultural Facility (Under Agriculture Master Plan)
3. Dog off-leash areas		<ul style="list-style-type: none"> Follow direction outlined in the Dog Off-Leash Strategy Complete development of a dog off-leash area in Heritage Hills
4. Amphitheatre/ bandstands		<ul style="list-style-type: none"> Consider performance stages when designing or revitalizing outdoor spaces
5. Natural areas		<ul style="list-style-type: none"> Ensure natural areas are conserved and maintained Enhance the awareness and education of natural areas and their benefit
6. Outdoor rinks (boarded)		<ul style="list-style-type: none"> Consider outdoor rinks in designs when appropriate in new or revitalized spaces Evaluate current outdoor rinks (boarded) for support amenities and gathering areas
7. Trails (non-mechanized)		<ul style="list-style-type: none"> Continue to increase trail connectivity in the community Follow direction outlined in the Trails Strategy Complete the shared design (City of Edmonton) and construction of the River Valley Alliance pedestrian bridge
8. Toboggan hills		<ul style="list-style-type: none"> Include in new or revitalized park designs where appropriate
9. Pickleball courts		<ul style="list-style-type: none"> Liaise with community groups to understand when new development may be required Complete the conversion of the Josephburg basketball courts to pickleball Complete the Village on the Lake court replacement












Chart A: Prioritization results - OUTDOORS

Amenity type	Needs Assessment	Current & potential projects and other considerations
10. Mountain bike trails		<ul style="list-style-type: none"> Follow direction in Trails Strategy
11. Skateboard parks		<ul style="list-style-type: none"> Consider skateboard amenities when designing new and revitalized outdoor spaces Complete the skateboard park in Ardrossan Evaluate current skateboard parks for supporting amenities and gathering spaces Consider the development of permanent skateboard spots (i.e. smaller skateboard parks) in appropriate locations
12. Spray parks		<ul style="list-style-type: none"> Follow direction in the Outdoor Spray Park and Spray Deck Strategy Build the spray deck in Summerton and one other location Provide opportunity for all terrain wheelchairs
13. Campgrounds		<ul style="list-style-type: none"> Complete the camping amenities at the new Agricultural Facility (Under Agriculture Master Plan) Build awareness of walk-in tent sites at the Strathcona Wilderness Centre Consider campgrounds when new appropriate open spaces are determined
14. Outdoor pools		<ul style="list-style-type: none"> Follow direction outlined in the Aquatic Strategy
15. Cross country ski/snowshoe trails		<ul style="list-style-type: none"> Evaluate cross country ski opportunities in Sherwood Park Build awareness of areas that are available in Strathcona County Program in new open spaces where appropriate
16. Ice skating trails		<ul style="list-style-type: none"> Evaluate current ice skating trails for supporting amenities, lighting and gathering spaces Consider new trails in appropriate places Build awareness of the four existing trails
17. Outdoor rinks (non-boarded)		<ul style="list-style-type: none"> Evaluate current rinks for supporting amenities and gathering spaces Consider new rinks in appropriate places Build awareness of the existing outdoor rinks
18. Ball diamonds		<ul style="list-style-type: none"> Follow direction in the Sportsfield Strategy Complete the expansion of Centennial Park Evaluate current ball diamonds for supporting gathering spaces

**Enhance service level****Maintain service level**

Amenity type	Needs Assessment	Current & potential projects and other considerations
19. Ornamental parks and public art		<ul style="list-style-type: none"> Continue to build public art inventory (1% of eligible capital projects) Provide landscaping (boulevard plantings) adjacent to arterial roadways in urban service areas and rural hamlets Consider including ornamental parks when designing new or revitalized outdoor spaces
20. Basketball courts		<ul style="list-style-type: none"> Consider basketball courts when designing or revitalizing open spaces Consider the development of new infrastructure in appropriate locations
21. Grass fields		<ul style="list-style-type: none"> Follow direction in the Sports Field Strategy Consider new grass fields as neighbourhoods develop
22. Disc golf courses		<ul style="list-style-type: none"> Build awareness and programming of disc golf at the Strathcona Wilderness Centre
23. Artificial turf fields		<ul style="list-style-type: none"> Follow direction in the Sports Field Strategy Continue to evaluate the need for additional artificial turf fields with outdoor community groups
24. Playgrounds		<ul style="list-style-type: none"> Ensure developers and new outdoor spaces provide playgrounds
25. Cricket pitches		<ul style="list-style-type: none"> No cricket pitches are required unless need determined
26. BMX bicycle parks		<ul style="list-style-type: none"> No new BMX parks are required unless need determined Build awareness of the current BMX bike park Evaluate the current park for supportive amenities
27. Tennis courts		<ul style="list-style-type: none"> No new tennis courts are required unless need determined Broadmoor Tennis Club - court replacement
28. Archery ranges		<ul style="list-style-type: none"> No new archery ranges are required unless need determined
29. Athletics grounds (track and field)		<ul style="list-style-type: none"> No new athletic grounds are required unless need determined
30. Beach volleyball courts		<ul style="list-style-type: none"> No new beach volleyball courts are required unless need determined
31. Trails (mechanized)		<ul style="list-style-type: none"> No new trails are required unless need determined
32. Golf courses		<ul style="list-style-type: none"> No new golf courses are required unless need determined

Chart B: Prioritization results - INDOORS









Amenity type	Needs Assessment	Current & potential projects and other considerations
1. Indoor fields		<ul style="list-style-type: none"> Explore feasibility of Indoor Field House
2. Museum and archives spaces		<ul style="list-style-type: none"> Continue with feasibility process and functional plan for an enhanced museum and archive space
3. Gymnasiums		<ul style="list-style-type: none"> Explore feasibility of Indoor Field House Develop allocation guidelines for École Père Kenneth Kearns School - Gymnasium partnership agreement Complete Dry Surface and Gymnasium Strategy
4. Performing arts theatres		<ul style="list-style-type: none"> Festival Place design solution refresh Festival Place modernization
5. Multi-purpose sport surfaces		<ul style="list-style-type: none"> Explore feasibility of Indoor Field House
6. Ice arenas		<ul style="list-style-type: none"> Strathcona Olympiette Centre, Moyer Recreation Centre, and Sherwood Park Arena/Sports Centre planning and associated renewal and revitalization
7. Meeting and multi-use spaces		<ul style="list-style-type: none"> Explore feasibility of Indoor Field House Include meeting and multi-use space when contemplating new facility development or enhancement Consider Emerald Hills Leisure Centre - 2nd floor as a potential location
8. Fitness tracks		<ul style="list-style-type: none"> Explore feasibility of Indoor Field House
9. Visual arts program/exhibition spaces		<ul style="list-style-type: none"> Continue to use County facilities to display art where appropriate. Continue to implement the Percent for Art public art program for all eligible County capital projects Indoor Field House - CONCEPT Consider including art display and program space when contemplating new facility development or enhancement
10. Dedicated leisure ice arenas		<ul style="list-style-type: none"> Only consider new development if new ice arena development is being contemplated
11. Community group offices/storage		<ul style="list-style-type: none"> Explore feasibility of Indoor Field House Include adequate storage spaces in new facility development Ensure storage is adequate at existing facilities, where feasible Consider shared community group offices in partner-driven facility development or enhancement



Enhance service level



Maintain service level

Amenity type	Needs Assessment	Current & potential projects and other considerations
12. Fitness spaces		<ul style="list-style-type: none"> Explore feasibility of Indoor Field House Consider including fitness when contemplating new facility development or enhancement
13. Curling rinks		<ul style="list-style-type: none"> Strathcona Olympiette Centre - Phase 1: Curling Rink upgrade
14. Archery ranges		<ul style="list-style-type: none"> Partner driven project
15. Swimming pools		<ul style="list-style-type: none"> Kinsmen Leisure Centre - universal changeroom and mechanical upgrade Millennium Place - aquatic centre mechanical upgrade Follow the direction outlined in the Aquatic Strategy
16. Indoor playgrounds		<ul style="list-style-type: none"> Explore feasibility of Indoor Field House Consider including indoor playgrounds when contemplating new facility development or enhancement
17. Social/banquet facilities		<ul style="list-style-type: none"> Conduct assessments of existing community halls and consider reinvestment in those that receive high utilization Consider / explore possible consolidation of social banquet facilities in rural areas
18. Combative sports areas		<ul style="list-style-type: none"> Only consider including in new facility development if community interest increases
19. Racquet courts		<ul style="list-style-type: none"> Only consider including in new facility development if community demand increases



Youth Kickboxing Class



Emerald Hills Leisure Centre - Swimming Lessons

B Appendix: Project planning process

Feasibility guidelines

The process for planning and determining the feasibility or viability of recreation and culture infrastructure is different than many other municipal services. Although capacities for certain amenities can be measured, and excess demand calculated, the decision to provide these types of facilities and spaces remains discretionary based on political and administrative will and community engagement.

In order to justify the effort and investment required to undertake more detailed feasibility analysis for recreation and culture projects, the following guidelines explain when and how decision makers should be provided the information they need to make well-informed decisions.

Ideally, this type of formal feasibility analysis should take place for capital projects with significant capital costs. In some instances, projects that are identified in strategies and plans may not require feasibility analysis prior to project approval.

The following image shows how these feasibility guidelines fit into the County's broader planning process of **Strategy → Concept → Design → Build → Operate**. The Recreation and Culture Strategy, other related strategies and plans and associated feasibility analyses are part of the "strategy" stage in the process.

Strategy		Concept	Design	Build	Operate
Idea / need / demand	Needs assessment and prioritization	Feasibility analysis / concept design	Design	Construct	Operate and maintain
Brought forward by community, partner or administration	Assessing idea in the context of the overall recreation market (refer to Appendix A)	Analyzing the costs and benefits of moving forward with the idea following the guidelines provided	Design facility / space considering the planning that has already taken place	Construct facility / space using the most effective and efficient delivery mechanism	Operate and maintain the facility / space using prudent asset management protocols

Determining feasibility

The following general guidelines for feasibility exploration should be followed. As there are typically two stages to determining feasibility, first deciding to meet community needs and then deciding how and where to do so; a two phased approach is outlined. General conditions for prudent feasibility analysis include the following:

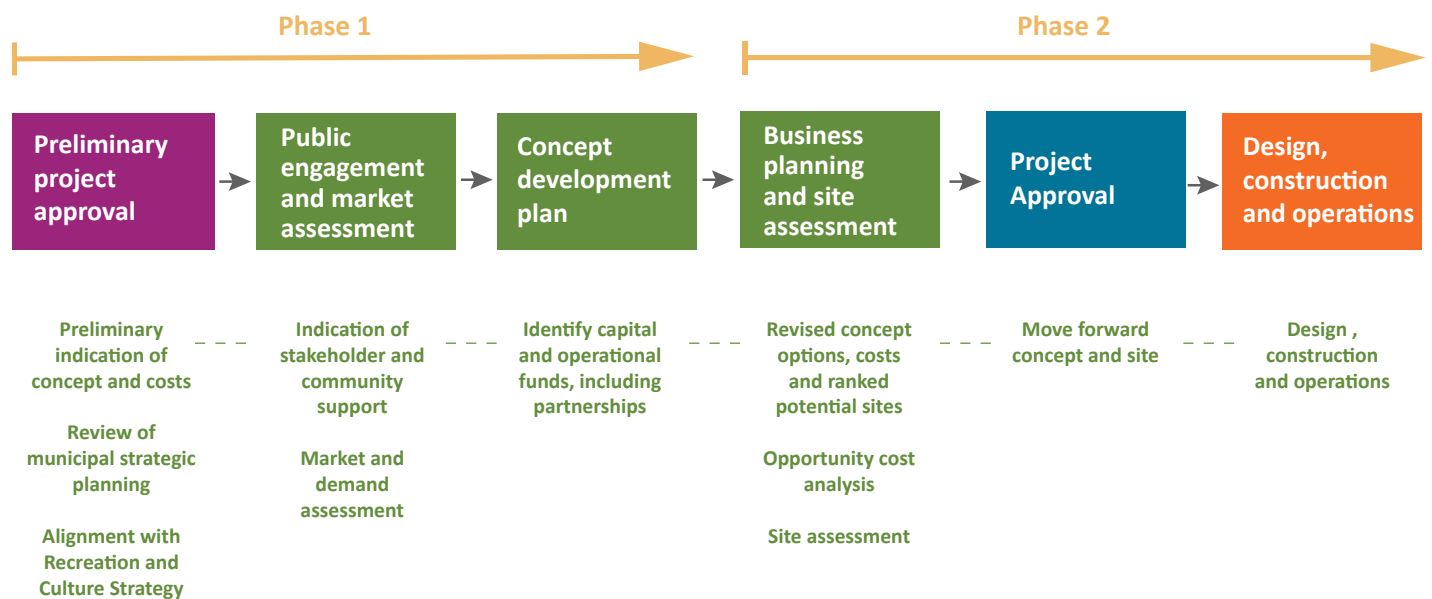
Phase 1 requirements

- The project must demonstrate conformance to municipal **strategic planning**.
- There may be a need for **public engagement** as part of the project planning process, preferably through the use of statistically reliable surveys for major infrastructure.
- A **market and demand assessment** for component service delivery functions must be completed.
- There must be a **concept development plan** including infrastructure planning, costs and impacts of ongoing operations and potential operating and capital partners.

Phase 2 requirements

- **Business planning** outlining capital partners, operating partners, sources of capital and capital amortization financing must be completed.
- **Opportunity cost analysis** must be undertaken to demonstrate that the project represents the best way of achieving the intended goal.
- A thorough and transparent **site assessment** including a location analysis must be completed.

Should feasibility analysis be warranted, these guidelines will ensure that decision-makers have undertaken the due diligence they need to make informed decisions in the best interest of the community and public good.



C Appendix: Site selection criteria

The following site selection criteria have been developed specific to future sites of publicly supported recreation and culture amenities in the County. The weighting of each criteria is listed (1-5, with 5 being the most important). It is important to note that although these criteria are all important, the weighting of each might change based on the dynamics of each amenity / facility or space project.

1. Re-use or sharing of existing facilities

The relevance of the site to the reinvestment in, repurposing of, and/or economies of scale related to existing recreation, parks, and culture facilities (as well as other public amenities).

2. Future expansion capability

The degree to which the site will accommodate future expansion and growth of recreation, parks, and culture facilities (as well as other public amenities).

3. Site servicing and conditions

The readiness of the site in relation to site servicing and existing physical / environmental site conditions.

4. Proximity to public parks and outdoor spaces

The location of the site in proximity to public parks outdoor spaces, especially those that are complimentary to the facility.

5. Proximity to public transit

The location of the site in proximity to public transit opportunities.

6. Centralized location in County/ community/ hamlet

The level to which the site is centralized within the geographic boundaries of the County/community/hamlet.

7. Proximity to schools

The location of the site in proximity to existing or planned schools.

8. Pedestrian and bike connections

The degree to which the site is accessible via active transportation.

9. Parking and traffic impacts

The degree to which the facility will integrate with and compliment availability of adjacent parking and traffic patterns.

10. Promoting urban-rural balance

The degree to which the site leads to better (perceived or actual) urban:rural service balance in the County

11. Proximity to accommodations

The location of the site in proximity to hotels, campgrounds, or other forms of accommodations.

12. Proximity to complimentary services / businesses

The location of the site in proximity to health and wellness services and/ or commercial areas, especially those that are complementary to the facility.

13. Land use

The degree to which the facility will integrate with existing land uses adjacent to the site and current zoning for the site.

14. Proximity to public indoor spaces

The location of the site in proximity to public indoor spaces, especially those that are complimentary to the facility.

15. Regional partnership appeal

The attractiveness of the site in relation to potential regional partnerships related to the facility.

16. Proximity to population dense areas

The site is located in population dense areas.

References



[What We Heard Comprehensive Report](#)

[County Plans and Policies](#)

[Broader Planning Review](#)

[Facilities and Spaces](#)

[Trends and Best Practices](#)

[Community Profile](#)

