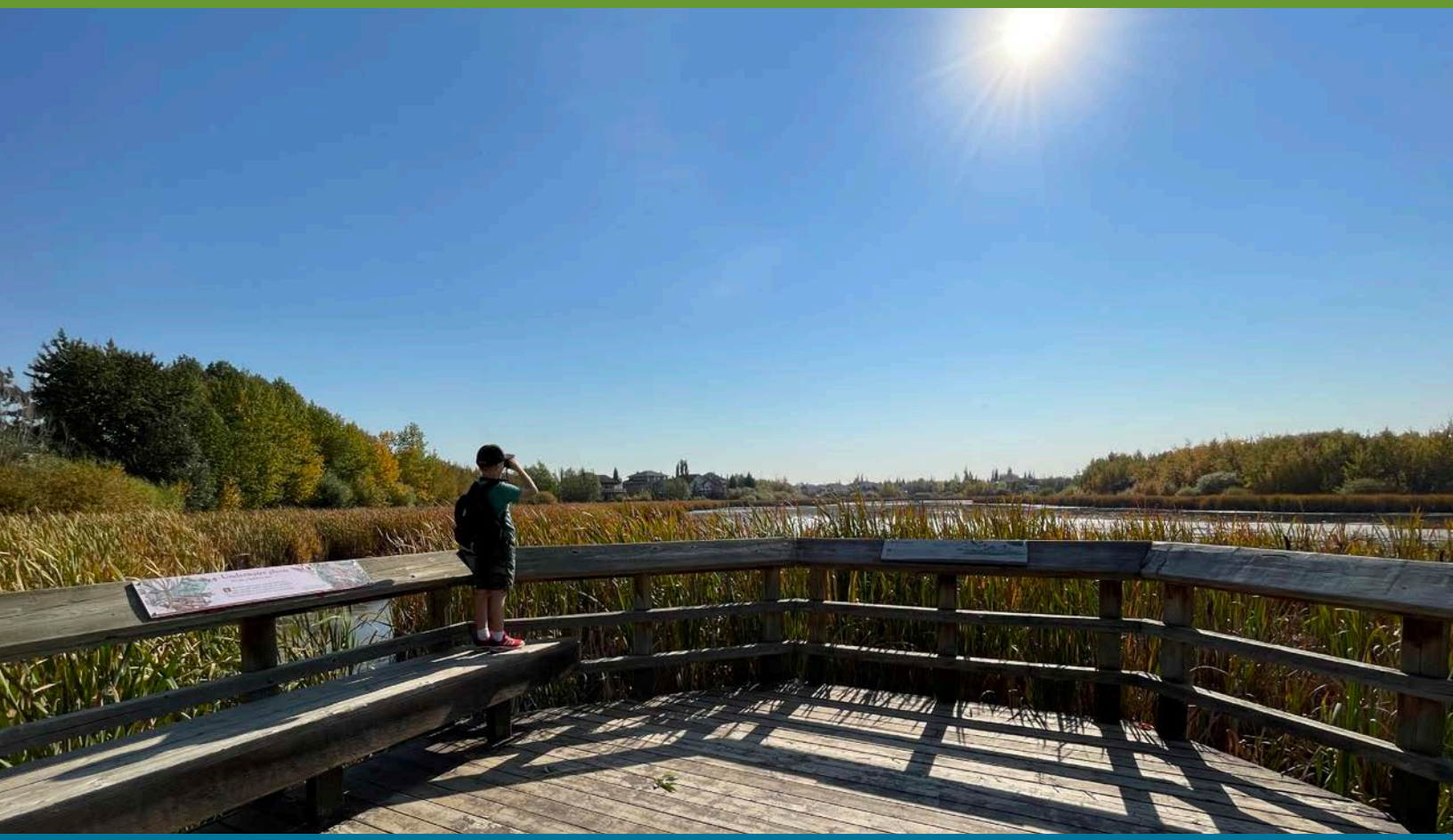
## Recreation and Culture Strategy

# Implementation Plan

### Strathcona County's response to the Strategy 2020-2031

## 2024-2026



Last updated: November 29, 2024

STRATHCONA COUNTY

## Territorial acknowledgement

Strathcona County is located on Treaty Six Territory and the homeland of the Métis Nation of Alberta, Regions Two and Four. Strathcona County honours the First Peoples of this land. We recognize that we stand upon land that carries the footsteps of Cree, Métis, and Blackfoot amongst many other Nations, who have been here for thousands of years. Therefore, Strathcona County has an inherent responsibility to foster healthier relationships with First Peoples and further the Calls to Action as outlined by the Truth and Reconciliation Commission.



Festival Place - Qualico Patio Series



Water wheelchair - Broadmoor Lake Park

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*What We Heard Report - 2023*

*Facilities and Spaces*

*Trends and Best Practices*

*Community Profile*

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Harvey Nichol, The Echoes of Pasipo, 2024, Aerosol - One of three murals celebrating the 30th Anniversary of Festival Place

# 1 Strategic influences

## Foundation, timing and measures

### Strategy and implementation plan

Strathcona County Council approved the Recreation and Culture Strategy in 2019 which serves as the guiding document for the community's provision of recreation and culture services over the next 12 years. This strategy is 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.

The strategy was built on the needs articulated by the community. An extensive amount of public dialogue took place to guide the creation of the Strategy; engagement has been ongoing with both public and interested parties as the strategy continues to move forward.

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

The plan considers synergies with other County services, planning and operations. This includes master plans and strategies including 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, 2020 Tourism Strategy and the 2021 Environmental Framework.

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

### Project positioning

As part of the ongoing recreation and culture needs assessment process, the following tools provide key information required to inform decisions about priorities for future initiatives.

- Environmental scans - monitor industry changes, trends and issues for early signs of opportunities or challenges that may influence current and future plans.
- Market research - gather information about user needs and preferences.
- Public engagement - involve residents/interested parties to develop an understanding of issues, gather specific input, identify alternatives, or partner in decision-making.
- Usage analysis - monitor participation including program registration, bookings and spontaneous use over time to understand and predict future needs and trends.
- Facility condition reports - coordinate with infrastructure replacement where possible.
- Feasibility studies - may be initiated to further investigate specific projects as needed.



Trail accessibility assessment for TransCanada Trail in partnership with Access Now

## Linking to Strathcona County's Strategic Plan

The Recreation and Culture Strategy is a vehicle to address many of the priorities set out by Strathcona County's Strategic Plan. Our recreation and culture spaces contribute to the quality of life that our residents value and enjoy. Investment in infrastructure, quality services, and inclusive and welcoming cultural and recreational programs and facilities is a priority.

## How the Recreation and Culture Strategy outcomes contribute to the County's strategic goals

### Healthy and Safe Community

Strathcona County is a safe and supportive community that is healthy, active, connected and thriving.

Priorities:

- Indigenous relations that advance reconciliation
- A diverse, welcoming, inclusive, and an accessible community for all
- Social supports that enhance community well-being and safety, and build community connection

### Responsible Development

Strathcona County is an innovative community that encourages sustainability and respects the environment.

Priorities:

- Growth and development that prioritizes community well-being and economic benefits
- Investment in our infrastructure that supports development and complete communities
- Environmental stewardship that addresses climate change and demonstrates responsible use of land and natural resources

### Municipal Excellence

Strathcona County is a leading municipality that moves the community forward through service excellence delivered by engaged and empowered employees.

Priorities:

- Optimal use of resources that meets the community's needs

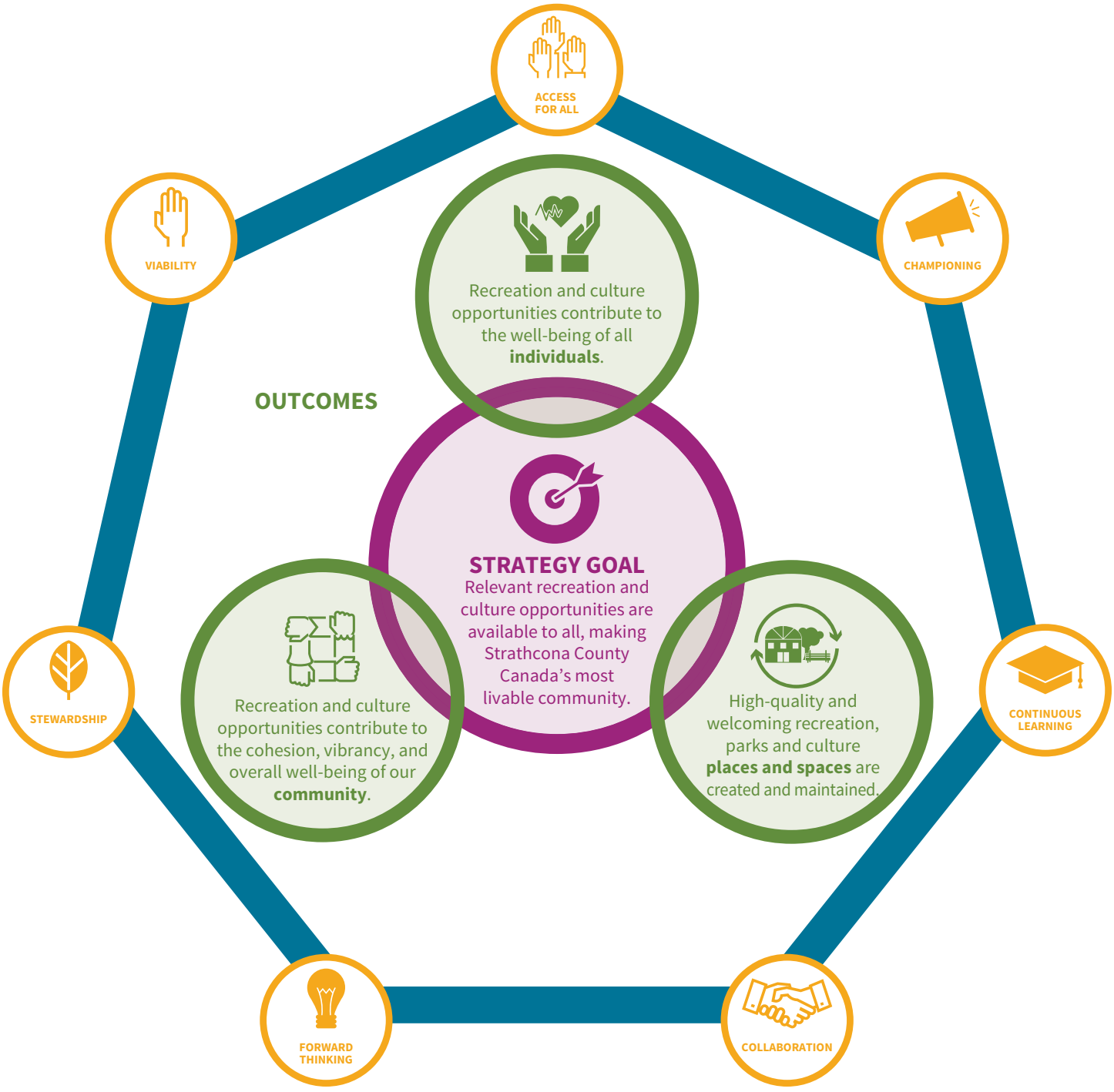


Pointe-aux-Pins Acres featuring The Pointe Agricultural Event Centre and Bremner House and Heritage Site

Rendering supplied by Bird Design Build Construction

# Shared principles

This foundation provides a rationale for investment and effort in recreation and culture opportunities. It helps interested parties  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 the 2019 Recreation and Culture Strategy, pages 5-12.

# Implementing the strategy

The 2019 Recreation and Culture Strategy articulates a foundation for why all interested parties 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 interested parties to collaborate and work together towards a common end, and are embedded in the policies, planning, designing, constructing and operating protocols and practices of Strathcona County.

The Recreation and Culture Strategy's goal, outcomes and shared 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 highlight the Strategy's goal, outcomes and shared 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 shared 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 shared principles;
- requiring interested parties 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.



Broadmoor Arena - Youth Shinny




Art Gallery @501 - studio paint program

# 2 Areas of focus

## Priorities and objectives

Further to the shared principles, five key areas of focus were identified through research and engagement efforts undertaken during the development of the overarching Strategy and respond to the current state of recreation and culture in the County.

The following sections of the Implementation Plan are organized under the five areas of focus and outline specific actions the County to enhance 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.






Broadmoor Lake Park

# 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 public.

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

- Identify community needs
- Prioritize community needs
- Investigate the feasibility of identified needs
- Appreciate 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 where feasible.



Millennium Place - Fitness Class

## Identify community needs

### 1.1: Community engagement and evaluation

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

### 1.2: Diverse populations

Identify ways to address needs and gaps for diverse populations including but not limited to seniors, youth, people with disabilities, neurodivergent, ethno-cultural, 2SLGBTQ+, black, Indigenous and other people of colour, newcomers and more with a focus on removing barriers to participation by:

- advancing accessibility and inclusion
- partnering with organizations to better support mental and physical health
- supporting intergenerational activities
- creating inclusive and accessible communication channels
- providing a spectrum of opportunities to support affordability including the Recreation Access Program (RAP) as part of Everybody Gets to Play
- proactively seeking ways to make programs, services, facilities and amenities welcoming and inclusive and making adaptions where feasible.

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



Smeltzer House - visual art program

## Prioritize community needs

### 1.3: Planning

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 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.

### 1.4: Prioritization tool

- Use the Prioritzation Tool outlined in Appendix A to guide investment and effort related to recreation and culture facilities, spaces, and programs.
- Connect with organized sport and culture groups to learn about their long-range planning to assist with prioritizing amenities.

### 1.5: Allocation policies and utilization guidelines

- Use the Utilization and Allocation Criteria outlined in Appendix D to determine how facilities and open spaces are used based on the Strategy's goal, outcomes and shared principles. This includes both indoor and outdoor spaces, pools and ice allocation policies as well as facility utilization guidelines.
- Connect with organized sport and culture groups to learn about their long-range planning to assist with forecasted allocation needs.

## Investigate feasibility

### 1.6: Project planning process

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

### 1.7: Community partnership process

Continue to use administrative guidelines for community partnerships, which can include multi-level opportunities. Partnerships may be initiated by the County or the community.

### 1.8: Regional cooperation

Liaise with representatives of regional municipalities related to policy, programming, facility operations, open space planning, inclusion, funding and capacity building to learn from each other, understand the regional context and find ways to work together.

## Appreciate the investment and effort provided within the community

### 1.9: Community connections - building a network

Host community conversations 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.



Millennium Place including skate park and competition-size soccer fields connected to Centennial Park

# Area of focus 2: Inclusion

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:

- Create welcoming places and spaces
- Identify and reduce participation barriers
- Achieve a mix of rural and urban opportunities
- Create awareness of opportunities

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

## Create welcoming places and spaces

### 2.1: Inclusion

- As part of the implementation of Strathcona County's Diversity and Inclusion Policy, 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 enhancing staff training, program delivery, infrastructure design standards, marketing and community capacity building initiatives.
- Revitalize existing infrastructure and new build designs to make inclusive and accessible wherever possible

### 2.2: Play

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

### 2.3: Barrier free accessibility

- Review accessibility audits on 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, design systems, products and environments to optimize access for all people. Engagement with interested parties during the design phase is essential.
- Communicate accessible recreation, parks and culture amenities.

### 2.4: Truth and reconciliation

- As part of the implementation of Strathcona County's Diversity and Inclusion Policy, explore the ways in which recreation and culture can be more responsive to Indigenous populations through legacy language and Calls to Action.
- Explore ways to create meaningful relationships and embrace Indigenous voices and culture within recreation and culture spaces, programs, events and opportunities.

## Identify and reduce participation barriers

### 2.5: Reduction of barriers

- Identify and monitor barriers to participation through engagement with public and interested parties.
- Proactively research and evaluate industry best practices to better understand and support reducing barriers to participation
- Working with community groups and people who experience barriers, review and enhance services that mitigate barriers to enhance overall utilization of programs, services, facilities and amenities.
- Investigate ways to support positive mental health and well-being through recreation and culture opportunities.

### 2.6: Special events and programs

- Establish Tourism Hosting Plan with a long-term inclusive vision for sport, agriculture and cultural festival and event hosting opportunities. Explore synergies with the 2020 Tourism Strategy.
- Create a balance between neighbourhood and regional programming to complement efforts to better support community connections.
- Create opportunities for social connections for people and families with diverse needs.
- Host the 2026 Alberta Summer Games with a focus on Inclusion that serves to inspire, build community capacity and foster social inclusion.

The County will make progress toward its goal of diversity and inclusion which states that

*"In Strathcona County all people are respected and valued, experience safety and belonging, and thrive."*

Diversity and Inclusion Policy




Host of the 2023 Special Olympics Alberta Winter Games

### 2.7: Enhance cultural participation

- Create opportunities to increase knowledge and awareness of Strathcona County's history, heritage, multi-culturalism, Indigenous history and culture.
- Increase the visibility of arts and culture opportunities.
- Assessment of community needs for cultural spaces and places.
- Support inclusive initiatives that increase awareness of diverse cultures.
- Review current and future profile of arts grants and bursaries and continue to invest in festivals, arts organizations, individual artistic pursuits.
- Engage with, build capacity and promote the County's arts community, and provide advice and support on issues that affect arts and culture.
- Investigate opportunities to foster new partnerships and projects that strengthen arts and culture.
- Work with and learn from the Indigenous community to further reconciliation through arts, culture and events.
- Support arts and culture programming that promotes diversity, inclusion and multiculturalism in Strathcona County.



Festival Place - imagination theatre program



Ardrossan Recreation Complex and Regional Park

## Achieve a mix of rural and urban opportunities

### 2.8: Opportunities across landscape

- Review recreation and culture programing to evaluate the balance of opportunities to participate in both rural and urban areas and identify gaps in service where municipal and community leagues can work together to support community needs.
- Review the catchment population for rural and urban facilities and open spaces to gain an understanding of where and how people are gathering now, how to further engage them in recreation and culture opportunities and support community connections.
- Showcase rural history and heritage to boost community identity and increase awareness of Strathcona County's rural roots.

## Create awareness of opportunities

### 2.9: Community group support

- Develop strategies to assist recreation and culture groups to increase and retain participants and audiences.
- Liaise with community groups to advance understanding of diversity, equity and inclusion and incorporate learnings into future planning.

### 2.10: Community awareness

- Develop strategies for increasing awareness of existing and new opportunities for targeted demographics.
- 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 indoor and outdoor rural recreation and culture opportunities.
- Enhance information available related to universal accessibility.

# 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:

- Strengthen existing partnerships and fostering new
- Support volunteerism
- Enhance knowledge, skills and competencies

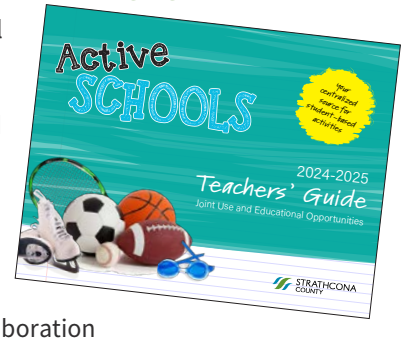
The following section outlines how Strathcona County can help build capacity both internally and externally, ultimately strengthening the recreation and culture service delivery system.

## Strengthen existing partnerships and fostering new partnerships

### 3.1: Align partnerships with the Strategy

- Review all existing and new recreation and culture partnership arrangements including lease, license and landholder agreements and grant programs 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 Appendices A through D.
- 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: School's Joint Use and Planning Agreements




- Update five-year School Joint 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.
- Build capacity in students with a focus on creating active and creative lifestyle habits.

## Support volunteerism

### 3.3: Volunteerism

- Enhance volunteer development by creating a base of volunteers in the recreation and culture sector, attracting new volunteers and celebrating volunteerism.
- Support development initiatives that will strengthen community group leadership within recreation and culture groups (e.g., marketing, training, strategic planning, grants, sponsorship, inclusion, event planning).




## Enhance knowledge, skills and competencies

### 3.4: Public engagement and research

- Gather information regarding participation in recreation and culture opportunities to help measure performance and further understand the recreation and culture market in Strathcona County.
- Refine methods for internal and external information sharing of trends, demographics, community input, best practices and learning opportunities.
- Investigate where gaps exist and support community partners on ways to address those gaps.
- Where appropriate, work with community organizations to develop processes for succession planning and document retention in volunteer-driven groups.

### 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 to nature and increase awareness of the opportunities available and the benefits of participating in outdoor recreation year-round.
- Enhance nature stewardship opportunities and programs.
- Enhance educational opportunities regarding history and natural heritage.
- Providing educational opportunities at The Pointe Agricultural Event Centre that promotes agriculture, food security and the health of land and soil.
- Support community gardens to create a healthier, more livable community by helping residents to grow good and build relationships with neighbours.

## Planning parks and open spaces

### 4.2: Conserve spaces and sites

- Conserve environmentally significant sites using reserve dedication during subdivision where appropriate and acquire new lands using the Legacy Lands Directive. Conserve historically and culturally significant spaces using municipal historic resource designation, acquisition and other tools.



Strathcona Olympiette Centre - Preschool Program



Strathcona Wilderness Centre - Building Fairyhouses

### 4.3: Environmental inventory

- Maintain 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.

## Encouraging outdoor participation

### 4.4: 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.
- Continue to expand four-season community-building programs in parks and open spaces such as community gardens, trails and skating.
- Offer environmental education opportunities.
- Link indoor facilities more closely with the outdoors around them to increase outdoor activity and activate parks.
- Explore syneries with the 2020 Tourism Strategy

## Appreciating the environment

### 4.5: 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.
- Host events that encourage people to enjoy nature activities that foster an appreciation for the environment.

### 4.6: Environmental sustainability

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

- conserving and increasing biodiversity,
- using ecologically appropriate plants,
- promoting eco-scaping
- diverting waste in parks and open spaces,
- maintaining minimal herbicide/pesticide use and continuing to explore alternatives.

### 4.7: Climate change mitigation

Implement climate change mitigation practices including:

- growing the urban tree canopy,
- using plants and trees to cool the urban landscape,
- using solar powered energy and energy efficient technologies in facilities and parks where feasible,
- developing a Climate Resiliency Plan with ICLEI International to identify current and future climate risks and impacts and related mitigation strategies,
- creating trails and greenways to encourage carbon-free transportation.



Edmonton-Strathcona County Footbridge - Rendering



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 in alignment with the corporate long-term financial sustainability framework.

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 before building new where feasible. New infrastructure will be balanced with other corporate priorities through the budget process.

The Recreation and Culture Strategy also serves as a shared document to guide community partners and stakeholders involved in recreation and culture service delivery.



Arena - Glen Allan Recreation Complex

## Securing financial resources

### 5.1: Sponsorship and advertising

- Continue to explore opportunities for partnerships in the form of sponsorship and advertising (public, private and non-profit) to enhance the delivery of recreation, culture and tourism opportunities.
- Continue to seek sponsorship and advertising to leverage public investment in recreation and culture services that supports tourism and generates a positive economic impact.

### 5.2: Fees and charges framework

- Develop an implemention plan for the Fees and Charges Framework based on the criteria outlined in Appendix C. The focus is to create a consistent and equitable approach to setting fees and charges for recreation and culture facilities, programs and services that aligns with the shared principles outlined in the Recreation and Culture Strategy.
- Develop a strategy to increase cost recovery targets for services.
- Update the service level matrix for establishing levels of service and funding models and communicate these broadly.

### 5.3: Grants

- Partner with and support community groups in applying for grants related to recreation and culture opportunities where possible.
- Evaluate amount available to community groups through grants and continue to support community recreation and culture.
- Pursue operating, infrastructure and equipment grants on an as-needed basis.

### 5.4: Evaluation

- Clarify and document the financial role and support of the County in partnerships. This can include but is not limited to grants, operating leases, booked spaces, direct service delivery, maintenance of spaces and independent work.

## Ensuring appropriate use of recreation and culture investment

### 5.5: Land acquisition in rural and urban areas

- Acquire land for recreation and culture purposes in both urban and rural areas through a funding strategy that could include the land aquisition reserve.
- Establish a list of facility and open space site needs and share with other County departments.
- Consider acquiring land for nature preservation purposes and seek out funding opportunities to do so.
- Adhere to public engagement requirements.

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

- Consider 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 where feasible.
- Create a process to evaluate and address decommissioned buildings and heritage sites.
- Adhere to public engagement requirements.

### 5.7: Major projects

- Projects are created in response to recommendations through strategies, master plans, feasibility studies, conservation and preservation plans, concept and design, and through Strathcona County priorities and community needs.
- Infrastructure needs are considered through a maintain, renew, replace or growth lens as outlined in the new Asset Management Policy.
- Technology projects improve access to existing spaces and services.
- Use the Site Selection Criteria in Appendix D when determining locations for new infrastructure projects.
- Adhere to public engagement requirements.



Festival Place - Theatre



Alex Janvier - Tribute to Beaver Hills, 1976

### 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 through a lens of inclusion and adhere to the County's Accessiblity Framework to support 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, be accessible and inclusive with the opportunity for social connections for people to gather in the community.
- Use the Allocation Framework (Appendix D) as a lens to address changes in community need and to provide an equitable distribution of space and time.

### 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.
- Public art is incorporated into the planning process.

## Ensuring the safety and longevity of recreation and culture infrastructure

### 5.10: Asset management

- Establish defined and consistent 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
  - risk
  - capacity building
  - 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.

# 3 Action plan

## Timing, outcomes and measures

This Implementation Plan is meant to guide the efforts and investment of Strathcona County related to recreation and culture services. The action plan is set-up on four-year cycles that support action, planning and growth over a 12-year period in response to the overarching Recreation and Culture Strategy.

This section outlines the status of action items for each Area of Focus and the proposed timing. **Note that the timing is for planning purposes and may be subject to change.**

## Timing

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

The Implementation Plan is evaluated against the three outcomes identified in the Recreation and Culture Strategy. Measures that will be used to determine success will be captured through regular public engagement and utilization metrics.






Ardrossan Regional Park

# Outcomes and measures

## Individual well-being

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

**Measures**

- All people have the opportunity to participate in enjoyable activities that facilitate being physically active throughout their lives and promotes physical literacy.
- All people have the opportunity to participate in creative activities, appreciate the arts, understand history and heritage and attain knowledge about our community culture.
- All people 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.
- Residents and visitors experience and celebrate our history and heritage.



Glen Allan Recreation Complex - accessibility

## Community well-being

**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 that benefits residents, community groups, visitors and businesses.

## Quality places and spaces

**High-quality and welcoming recreation, parks and culture 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.
- Recreaton and culture facilities and open spaces reflect our history and heritage.

# Action plan

COMMUNITY NEED

| | Timing | Status |
|---|---|---|
| **1.1: Community engagement and evaluation** | ⇒ | Ongoing |
| **1.2: Diverse populations** | ⇒ | Ongoing |
| **1.3: Planning** | | |
| • Community Hall Plan | 1⇒ | In progress |
| • Indoor fields, dry surface and gymnasium plan | 2⇒ | |
| • Open Space Master Plan | 1⇒ | In progress |
| • Neighbourhood Park Master Plans | 2⇒ | |
| • Regional Park Master Plans | 3⇒ | |
| **1.4: Prioritization tool** | ⇒ | Ongoing |
| **1.5: Develop allocation and utilization policies and guidelines** | 1⇒ | In progress |
| **1.6: Project planning process** | | |
| • Strathcona County Museum and Archives Feasibility Study - STRATEGY | 1⇒ | In progress |
| • Ardrossan Recreation Complex - west revitalization - CONCEPT | 1⇒ | |
| • Strathcona Olympiette Centre - CONCEPT | 2⇒ | |
| • Sherwood Park Arena/Sports Centre - revitalization - CONCEPT | 2⇒ | |
| • Bremner Heritage Site and Pointe-aux-Pins Site Plans | 2⇒ | |
| • Bremner House Restoration - CONCEPT | 2⇒ | |
| • Kinsmen Leisure Centre - revitalization - CONCEPT | 2⇒ | |
| • Strathcona Wilderness Centre - Information Centre - CONCEPT | 2⇒ | |
| • Glen Allan Recreation Complex - revitalization - CONCEPT | 2⇒ | |
| • Smeltzer House Visual Arts Centre - revitalization - CONCEPT | 2⇒ | |
| • Moyer Recreation Centre - revitalization - CONCEPT | 3⇒ | |
| • New medium recreation facility (growth) - STRATEGY | 3⇒ | |
| • Cultural venue expansion (growth) - STRATEGY/CONCEPT | 3⇒ | |

| | | Timing | Status |
|---|---|---|---|
| | 1.7: Community partnership process | ⇒ | Ongoing |
| | 1.8: Regional cooperation | ⇒ | Ongoing |
| | 1.9: Community connections - building a network | ⇒ | Ongoing |

| | | Timing | Status |
|---|---|---|---|
| INCLUSION | 2.1: Inclusion | ⇒ | Ongoing |
| | 2.2: Play | ⇒ | Ongoing |
| | 2.3: Barrier-free accessibility | ⇒ | Ongoing |
| | • Accessibility Framework | 1⇒ | In progress |
| | 2.4: Truth and reconciliation | ⇒ | Ongoing |
| | 2.5: Reduction of barriers | ⇒ | Ongoing |
| | 2.6: Special events and programs | | |
| | • Tourism Hosting Plan - Sport, Culture and Agriculture | 1⇒ | In progress |
| | • Host the 2026 Alberta Summer Games with a lens on inclusion | 1⇒ | In progress |
| | 2.7: Enhance cultural participation | ⇒ | Ongoing |
| | 2.8: Opportunities across landscape | ⇒ | Ongoing |
| | 2.9: Community group support | ⇒ | Ongoing |
| | 2.10: Community awareness | ⇒ | Ongoing |




Note that the timing is for planning purposes and may be subject to change.

# Action plan

## BUILDING CAPACITY

| | Timing | Status |
|---|---|---|
| **3.1: Align partnerships with the Recreation and Culture Strategy** | 1⇒ | Ongoing |
| **3.2: Joint use and planning agreements and partnerships** | | |
| • School Joint Use, Service and Planning Agreements | 1⇒ | In progress |
| • School replacement site planning (Sherwood Heights, Florian, Campbeltown) | 1⇒ | In progress |
| **3.3: Volunteerism** | ⇒ | Ongoing |
| **3.4: Public engagement and research** | ⇒ | Ongoing |
| **3.5: Cultural community development** | ⇒ | Ongoing |
| • Culture policy | 1⇒ | |
| • History and Heritage Policy | 1⇒ | |
| • Community public art program | 1⇒ | |

## ENVIRONMENTAL STEWARDSHIP

| | Timing | Status |
|---|---|---|
| **4.1: Parks and open space awareness** | ⇒ | Ongoing |
| **4.2: Conserve park spaces and sites** | ⇒ | Ongoing |
| **4.3: Environmental inventory** | ⇒ | Ongoing |
| **4.4: Parks and open space programming** | ⇒ | Ongoing |
| **4.5: Green technologies and events** | ⇒ | Ongoing |
| **4.6: Environmental sustainability** | ⇒ | Ongoing |
| **4.7: Climate change mitigation** | ⇒ | Ongoing |




Note that the timing is for planning purposes and may be subject to change.

## FISCAL RESPONSIBILITY

| | Timing | Status |
|---|---|---|
| **5.1: Sponsorship and advertising** | ⇒ | Ongoing |
| **5.2: Fees and charges framework - implementation plan** | ⇒ | Ongoing |
| **5.3: Grants** | ⇒ | Ongoing |
| **5.4: Evaluation** | ⇒ | Ongoing |
| **5.5: Land acquisition in rural and urban areas** | ⇒ | Ongoing |
| **5.6: Repurpose existing recreation and culture land inventories in rural and urban areas** | ⇒ | Ongoing |
| **5.7: Major projects** | | |
| • Outdoor Community Partnership Projects | ⇒ | Ongoing |
| • Community gathering spaces such as seating areas, gazebos, picnic shelters | ⇒ | Ongoing |
| • The Pointe Agricultural Event Centre - DESIGN/BUILD | 1⇒ | In progress |
| • Pedestrian bridge (Edmonton to Strathcona County) - BUILD | 1⇒ | In progress |
| • Strathcona Wilderness Centre - Maintenance Shop - DESIGN/BUILD | 1⇒ | In progress |
| • Centennial Park - washroom facility - DESIGN/BUILD | 1⇒ | In progress |
| • Millennium Place - combative room enhancement | 1⇒ | |
| • Indoor Field House - DESIGN/BUILD | 2⇒ | In progress |
| • Sherwood Park Arena/Sports Centre - revitalization - DESIGN/BUILD | 2⇒ | |
| • Ardrossan Recreation Complex - west revitalization - DESIGN/BUILD | 2⇒ | |
| • Bremner House Restoration - DESIGN/BUILD | 2⇒ | |
| • Emerald Hills Leisure Centre parking lot - REDESIGN/BUILD | 2⇒ | |
| • Kinsmen Leisure Centre - revitalization - DESIGN/BUILD | 2⇒ | |
| • Parks Service Shop - DESIGN/BUILD | 2⇒ | |
| • Strathcona Wilderness Centre - enhancements - DESIGN/BUILD | 2⇒ | |

# Action plan

| | | Timing | Status |
|---|---|---|---|
| FISCAL RESPONSIBILITY | • Strathcona Olympiette Centre - revitalization - DESIGN/BUILD | 2⇒ | |
| | • Sally Stewart Park - DESIGN/BUILD | 3⇒ | |
| | • Strathcona Athletic Park - artificial turf replacement | 3⇒ | |
| | • Bremner Heritage Site - DESIGN/BUILD | 3⇒ | |
| | • Moyer Recreation Centre - revitalization - DESIGN/BUILD | 3⇒ | |
| | • Glen Allan Recreation Complex - revitalization - DESIGN/BUILD | 3⇒ | |
| | • Centennial Park - Regional Tournament Site - DESIGN/BUILD | 3⇒ | |
| | • Cultural venue expansion (Festival Place Black Box) - DESIGN/BUILD | 3⇒ | |
| | • Smeltzer House Revitalization - DESIGN/BUILD | 3⇒ | |
| | • Strathcona County Museum and Archives - DESIGN/BUILD | 3⇒+ | |
| | • Northern Strathcona County Regional Park - DESIGN/BUILD | 3⇒+ | |

ongoing → 1 2024-2026 ACTION → 2 2027-2030 PLANNING → 3 2031-2034 GROWTH

Note that the timing is for planning purposes and may be subject to change.



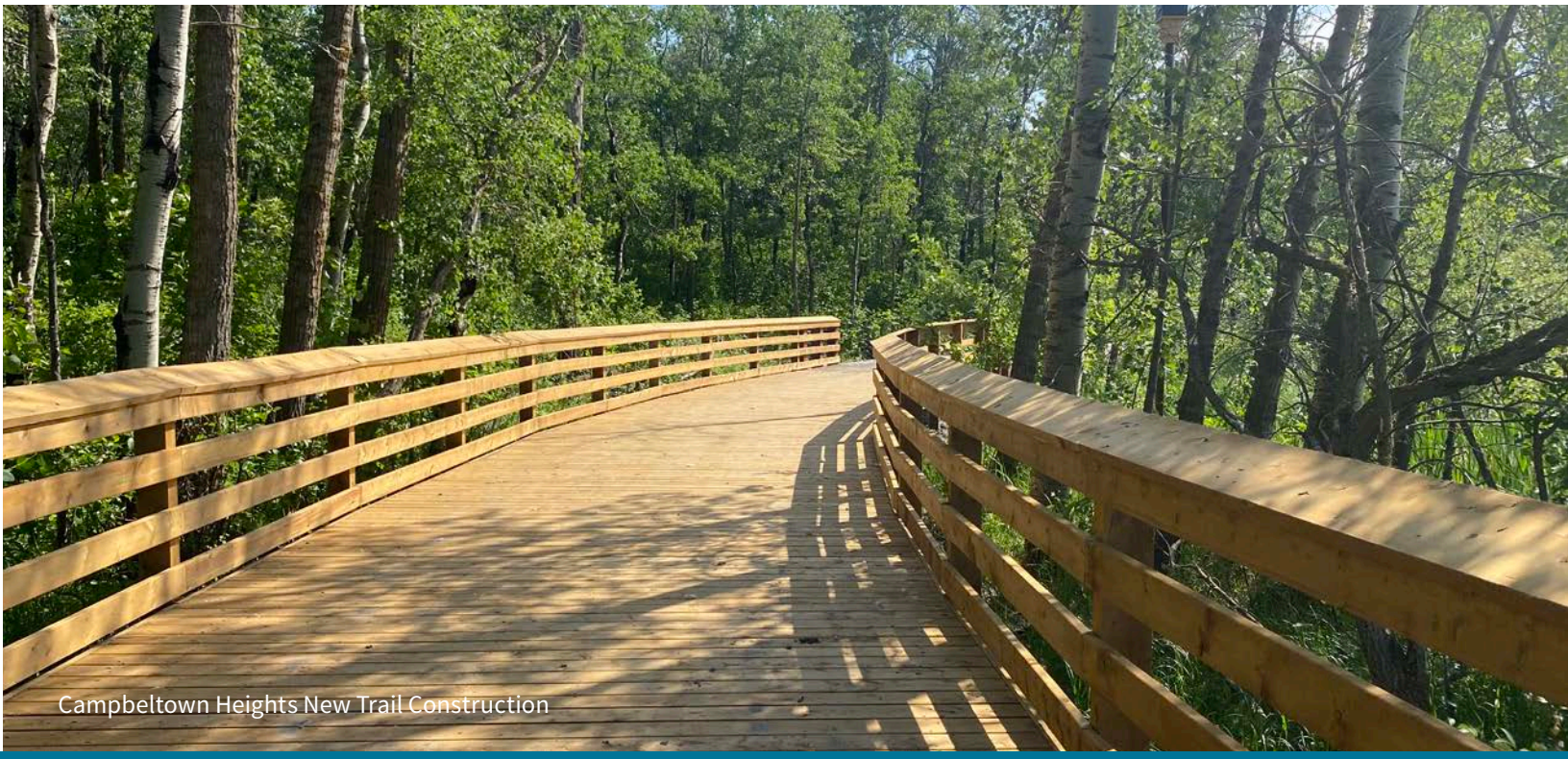
Greengrove Park




Kinsmen Leisure Centre

FISCAL RESPONSIBILITY

| | Timing | Status |
|---|---|---|
| • **Trails (New)** | | |
| • Baileys to Wye Road - DESIGN/BUILD | 1 | |
| • Baseline Road to Highway 21 - BUILD | 1 | |
| • Valleypoint to Highway 21 - DESIGN/BUILD | 1 | |
| • Range Road 231 South of Wye - DESIGN | 1 | |
| • Range Road 232 (Salisbury to Whitemud) - DESIGN | 1 | |
| • Range Road 233 South of Wye - STRATEGY | 2 | |
| • **Playgrounds (New)** | | |
| • Cambrian | 1 | |
| • Wes Hosford | 1 | |
| • Hearthstone | 1 | |
| • Florian Park / Accueil - École Claudette-et-Denis-Tardif | 2 | |



Campbeltown Heights New Trail Construction

# Action plan

FISCAL RESPONSIBILITY

| | Timing | Status |
|---|---|---|
| **5.8: Multi-use facilities and open spaces** | ⇒ | Ongoing |
| **5.9: Public art projects** (chronological order) | | |
| • 2026 Alberta Summer Games | 1⇒ | In progress |
| • Pedestrian footbridge (Edmonton to Strathcona County) | 1⇒ | In progress |
| • Ardrossan Bridge - handrail inserts | 1⇒ | In progress |
| • Festival Place 30th Anniversary - three projects | 1⇒ | Complete |
| • The Pointe Agricultural Event Centre | 1⇒ | In progress |
| • Strathcona Olympiette Centre | 1⇒ | |
| • Indoor Fieldhouse | 2⇒ | |
| • Strathcona Wilderness Centre - Information Centre modernization | 3⇒ | |
| • Sally Stewart Park | 3⇒ | |
| • Cultural venue expansion | 3⇒ | |
| • Strathcona County Museum and Archives | 3⇒ | |
| • Centennial Park | 3⇒ | |
| • Northern Strathcona Regional Park | 3⇒ | |



Alex Kwong, Celebrate, 2024, Aerosol



Bruno Canadien, Sweet Song, 2024, Acrylic mural




Note that the timing is for planning purposes and may be subject to change.

| | Timing | Status |
|---|---|---|
| **FISCAL RESPONSIBILITY** | | |
| **5.10: Asset management** | | |
| • Sherwood Park Arena - ice slab replacement | 1 | |
| • Ardrossan Recreation Complex - curling floor replacement - DESIGN | 1 | |
| • Smeltzer House and site rehabilitation plan - assessment | 1 | |
| • Strathcona Wilderness Centre - 10 year asset management plan | 1 | |
| • Emerald Hills Leisure Centre - pool basin repairs | 1 | |
| • Centennial Park - ball diamond replacements | 1 | |
| • Brentwood Spray Deck - refurbished | 1 | |
| • Facility lockers | 1 | |
| • Glen Alan Recreation Complex - ice plant lifecyle replacement | 2 | |
| • Broadmoor Recreation Complex - maintenance building lifecycle | 2 | |
| • Heritage Hills Wetlands - boardwalk and lookout replacement | 2 | |
| • Emerald Hills Sports Pavilion - artificial turf replacement | 3 | |
| • Strathcona Athletic Park - track replacement | 3 | |
| • **Tennis court replacements** | | |
| • St. Nicholas | 1 | |
| • Clover Bar | 2 | |
| • McGhan | 2 | |
| • Kinsmen/Westboro | 2 | |
| • **Boarded outdoor rink replacements** | | |
| • Mills Haven Park - BUILD | 1 | |
| • Strathcona Athletic Park - BUILD | 2 | |

# Action plan

FISCAL RESPONSIBILITY

| | Timing | Status |
|---|---|---|
| • **Playground replacements** | | |
| • Sherwood Heights | 1 ⇨ | 2024 |
| • Colchester Hall | 1 ⇨ | 2024 |
| • Glen Allan Elementary | 1 ⇨ | 2025 |
| • Regency Park | 1 ⇨ | 2025 |
| • Holy Redeemer | 1 ⇨ | 2026 |
| • Cranford Park | 1 ⇨ | 2026 |
| • Granville | 2 ⇨ | 2027 |
| • Strathcona Village | 2 ⇨ | 2027 |



New skate spot - Strathcona Athletic Park



Cross country ski trails - Broadmoor Recreation Complex



Mills Haven - playground replacement



Antler Lake - playground replacement

ongoing → 1 2024-2026 → 2 2027-2030 → 3 2031-2034

ACTION PLANNING GROWTH

Note that the timing is for planning purposes and may be subject to change.

## FISCAL RESPONSIBILITY

| | Timing | Status |
|---|---|---|
| • **Parks and Trails (lifecycle)** | | |
| • Heritage Hills Wetlands / Foxhaven Wetlands | 1 | 2024 |
| • Foxboro Park | 1 | 2024 |
| • Deermound Off-leash Park | 1 | 2025 |
| • Sherwood Park Natural Area | 1 | 2025 |
| • Ball Lake Island Trail | 1 | 2025 |
| • Bike Skills Park Trail | 1 | 2025 |
| • Riverside Trail | 1 | 2026 |
| • Summerwood Lake and lazy stream trail | 1 | 2026 |
| • South Cooking Lake Trail | 1 | 2026 |
| • Heritage Hills Trail | 1 | 2026 |



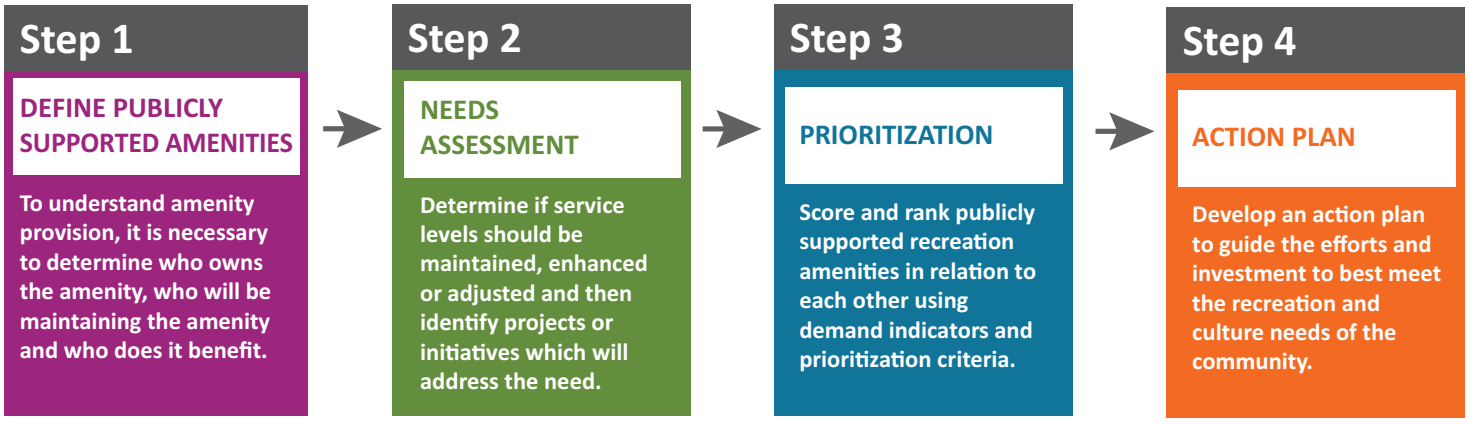
The Pointe Agricultural Event Centre in Pointe-aux-Pins Acres - set to open Fall 2025

# 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



Smeltzer House Visual Arts Centre

# 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 in 2023 to inform the action phase of the implementation plan. 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. Event grounds | | • Evaluate event grounds and amenities to support the growth of outdoor events in the community including the future development of the Strathcona Regional Park<br>• Consider as part of the development of the Bremner Heritage Site Plan - including synergies with The Pointe Agricultural Event Centre |
| 2. Picnic areas/ shelters | | • Review gathering spaces to determine gaps<br>• Consider community gatherings when contemplating new and revitalized outdoor space development such as gazebos and seating areas to support social gatherings and interactions |
| 3. Amphitheatre/ bandstands | | • Consider performance stages when designing or revitalizing outdoor spaces |
| 4. Pickleball courts | | • The County has the second highest available (17 courts) in the region, with an additional 6 for league play (23 total) with new courts added in the past five year at Ardrossan, Josephburg and South Cooking Lake. |
| 5. Access to water | | • Consider water activities at the Strathcona Wildnerness Centre |
| 6. Campgrounds | | • Consider camping amenities at The Pointe Agricultural Event Centre (under Agriculture Master Plan) as part of future site development<br>• Build awareness of walk-in tent sites at the Strathcona Wilderness Centre<br>• Consider campgrounds when new appropriate open spaces are developed including under the Strathcona Regional Park Master Plan |
| 7. BBQ areas / outdoor fire grill | | • Consider existing and new picnic areas/shelters to identify optimal locations. The Open Space Master Plan can help inform this work. |
| 8. Gardens (community and edible) | | • Consider the existing community garden and local non-profit partnerships. The Open Space Master Plan will provide insight into future opportunities. |
| 9. Space for gathering, Indigenous or cultural ceremonies | | • The Open Space Master Plan will provide insight into future opportunities. |

## Chart A: Prioritization results - OUTDOORS

| Amenity type | Needs Assessment | Current & potential projects and other considerations |
|---|---|---|
| 10. Trails (non-mechanized) |  | • Continue to increase trail connectivity in the community<br>• Follow direction outlined in the Trails Strategy<br>• Build the pedestrian bridge in partnership with City of Edmonton and the River Valley Alliance |
| 11. Ball diamonds |  | • Follow direction in the Sportsfield Strategy<br>• Build a washroom and concession facility at Centennial Park<br>• Evaluate current ball diamonds for supporting gathering spaces |
| 12. Agricultural grounds / facilities |  | • Consider as part of The Pointe Agricultural Event Centre site plan to be developed |
| 13. Dog off-leash areas |  | • Follow direction outlined in the Dog Off-Leash Strategy. The Open Space Master Plan will provide insight into future opportunities. |
| 14. Natural areas |  | • Ensure natural areas are conserved and maintained where appropriate<br>• Enhance the awareness and education of natural areas and their benefit |
| 15. Covered cook shack with stove and seating |  | • The Open Space Master Plan will provide insight for existing and future optimal locations. |
| 16. Outdoor pools |  | • Informed by the Open Space Master Plan under development |
| 17. Basketball courts |  | • Consider basketball courts when designing or revitalizing open spaces<br>• Consider the development of new infrastructure in appropriate locations |
| 18. Artificial turf fields |  | • Follow direction in the Sportsfield Strategy<br>• Continue to evaluate the need for additional artificial turf fields with outdoor community groups |
| 19. Mountain bike trails |  | • Follow direction in Trails Strategy |
| 20. Cricket pitches |  | • Explore Community Partnership Projects (CPP) opportunities with interested parties |

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

| Amenity type | Needs Assessment | Current & potential projects and other considerations |
|---|---|---|
| 21. Disc golf courses | | • Build awareness of existing disc golf opportunities and enhance programming at the Strathcona Wilderness Centre. Additional opportunities were added at Herb Belcourt and Greengrove parks. |
| 22. In-ground fire pit | | • The Open Space Master Plan will provide insight for existing and future optimal locations. |
| 23. Ornamental parks | | • Provide landscaping (boulevard plantings) adjacent to arterial roadways in urban service areas and rural hamlets<br>• Consider including ornamental parks when designing new or revitalized outdoor spaces |
| 24. Outdoor rinks (boarded) | | • Consider outdoor rinks in designs when appropriate in new or revitalized spaces<br>• Evaluate current outdoor rinks (boarded) for support amenities and gathering areas |
| 25. Outdoor rinks (non-boarded) | | • Evaluate current rinks for supporting amenities and gathering spaces<br>• Consider new rinks in appropriate places<br>• Build awareness of the existing outdoor rinks |
| 26. Gazebos / shade shelters | | • In 2024, three new gazebos were installed at Rainbow Park, Abbey Park and Cottonwood Park. The Open Space Master Plan will provide future insight for existing and future optimal locations. |
| 27. Public art | | • Continue to build public art inventory (1% of eligible capital projects) |
| 28. Historic / educational spaces | | • Explore as part of developing the Bremner Historic Site Plan |
| 29. Tennis courts | | • No new tennis courts are required unless need is determined |
| 30. Spray parks | | • Follow direction in the Outdoor Spray Park and Spray Deck Strategy<br>• Provide opportunity for all terrain wheelchairs |

## Chart A: Prioritization results - OUTDOORS

| Amenity type | Needs Assessment | Current & potential projects and other considerations |
|---|---|---|
| 31. Cross country ski/ snowshoe trails | | • Build awareness of areas that are available in Strathcona County including the Strathcona Wilderness Centre and Broadmoor Recreation Complex in new open spaces where appropriate |
| 32. Grass fields | | • Follow direction in the Sportsfield Strategy<br>• Consider new grass fields as neighbourhoods develop |
| 33. BMX bicycle parks | | • No new BMX parks are required unless need is determined<br>• Build awareness of the current BMX bike park<br>• Evaluate the current park for supportive amenities |
| 34. Ice skating trails | | • Evaluate current ice skating trails for supporting amenities, lighting and gathering spaces<br>• Consider new trails in appropriate places<br>• Build awareness of the existing trails |
| 35. Athletics grounds (track and field) | | • No new athletic grounds are required unless need is determined |
| 36. Toboggan hills | | • Include toboggan hills in new or revitalized park designs where appropriate |



Skateboard park and youth public art



Emerald Hills Skating Pathway

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

| Amenity type | Needs Assessment | Current & potential projects and other considerations |
|---|---|---|
| 37. Skateboard parks | | • Consider skateboard spots (smaller learn-to-skate spots) and support amenities when designing new and revitalized outdoor spaces<br>• Evaluate current skateboard parks for supporting amenities and gathering spaces |
| 38. Playgrounds | | • Ensure developers and new outdoor spaces provide playgrounds |
| 39. Archery ranges | | • No new archery ranges are required unless need is determined |
| 40. Beach volleyball courts | | • No new beach volleyball courts are required unless need is determined |
| 41. Golf courses | | • No new golf courses are required unless need is determined |
| 42. One wall handball | | • No new courts are required unless need is determined |
| 43. Viewing or lookout decks | | • Consider when designing or revitalizing open spaces |
| 44. Trails (mechanized) | | • No new trails are required unless need is determined |



Ardrossan outdoor pickleball courts



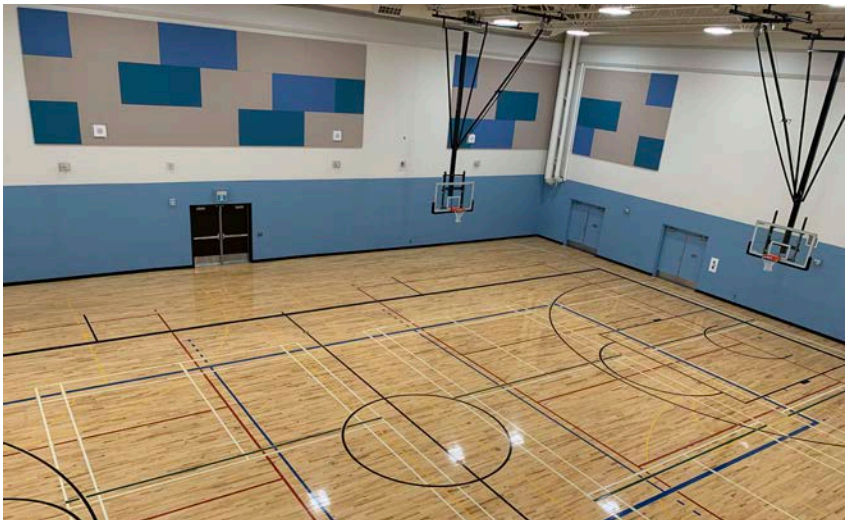
Deermound dog off-leash area - parking lot expansion

## Chart B: Prioritization results - INDOORS

| Amenity type | Needs Assessment | Current & potential projects and other considerations |
|---|---|---|
| 1. Indoor fields |  | • Feasibility and design of Indoor Field House |
| 2. Museum and archives spaces |  | • Continue with feasibility process and functional plan |
| 3. Gymnasiums |  | • Feasibility and design of Indoor Field House<br>• Develop Dry Surface and Gymnasium Allocation Guidelines |
| 4. Multi-purpose sport surfaces |  | • Feasibility and design of Indoor Field House |
| 5. Performing arts theatres |  | • Festival Place design solution refresh<br>• Festival Place modernization |
| 6. Ice arenas |  | • Strathcona Olympiette Centre, Moyer Recreation Centre, and Sherwood Park Arena/Sports Centre planning and associated renewal and revitalization |
| 7. Visual arts program/ exhibition spaces |  | • Continue to use County facilities to display art where appropriate<br>• Continue to implement the Percent for Art public art program for all eligible County capital projects<br>• Consider including art display and program space when contemplating new facility development or enhancement |
| 8. Fitness tracks |  | • Feasibility and design of Indoor Field House |
| 9. Fitness spaces |  | • Feasibility and design of Indoor Field House<br>• Consider including fitness when contemplating new facility development or enhancement |
| 10. Community group offices/storage |  | • Feasibility and design of Indoor Field House<br>• Include adequate storage spaces in new facility development<br>• Ensure storage is adequate at existing facilities, where feasible<br>• Consider shared community group offices in partner-driven facility development or enhancement |
| 11. Swimming pools |  | • Follow the direction outlined in the Aquatic Strategy |

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

| Amenity type | Needs Assessment | Current & potential projects and other considerations |
|---|---|---|
| 12. Social/banquet facilities | | • Conduct assessments of existing community halls and consider reinvestment in those that receive high utilization<br>• Consider / explore possible consolidation of social banquet facilities in rural areas |
| 13. Curling rinks | | • Focus on building capacity with rural curling clubs |
| 14. Meeting and multi-use spaces | | • Feasibility and design of Indoor Field House<br>• Include meeting and multi-use space when contemplating new facility development or enhancement |
| 15. Indoor playgrounds | | • Feasibility and design of Indoor Field House<br>• Consider including indoor playgrounds when contemplating new facility development or enhancement |
| 16. Racquet courts | | • Only consider including in new facility development if community demand increases |
| 17. Archery ranges | | • Partner driven project |
| 18. Combative sports areas | | • Only consider including in new facility development if community interest increases |
| 19. Leisure ice arenas | | • Only consider new development if new ice arena development is being contemplated |



École Père Kenneth Kearns gymnasium partnership



Emerald Hills Leisure Centre

# 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:

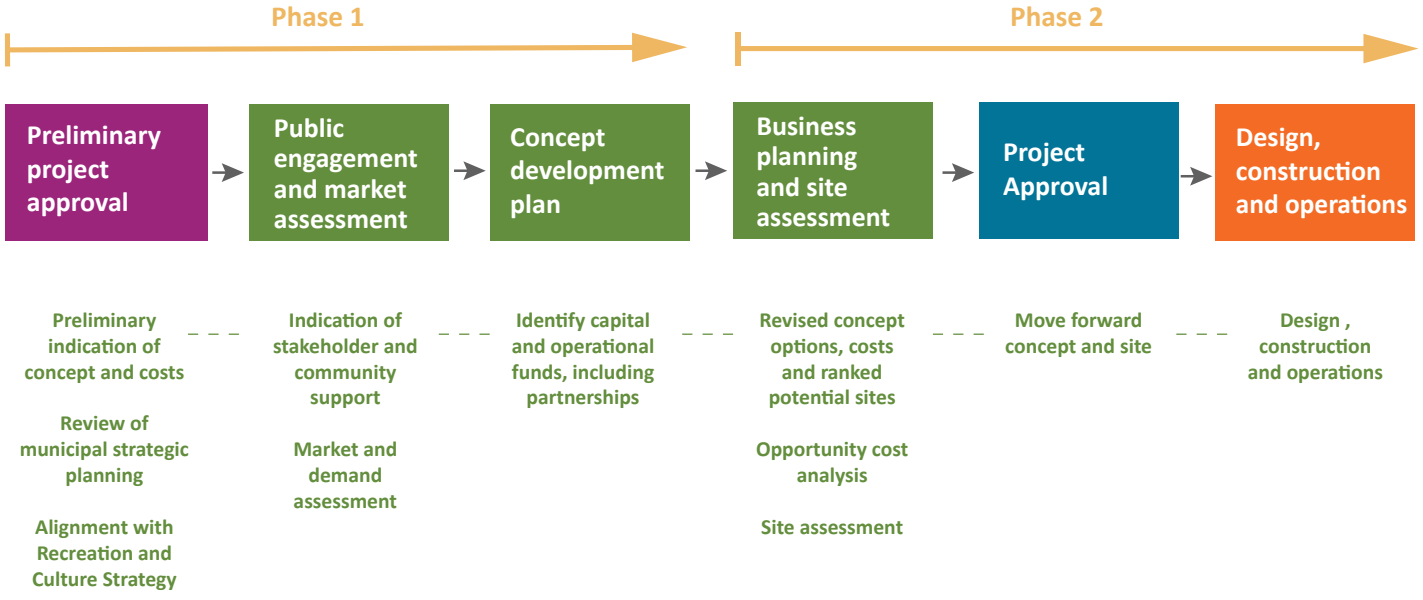
### Phase 1 requirements

- 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 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: Criteria for setting fees and charges

The Fees and Charges Framework for Recreation and Culture (2021) provides a road map for establishing a new understanding of setting fees and charges. The Framework seeks to center equity and public benefit in setting fees for recreation, parks and cultural opportunities in the County, while ensuring the sustainability of these services. The Framework advocates for a shift away from traditional or established approaches to setting fees for services, and working towards a system that sets fees based upon determining investment levels or setting the appropriate ratio of tax support and user fees that connects those who benefit with those who pay.

## A benefits-based approach

To achieve this desired state and align with the principles contained within the Recreation and Culture Strategy, it is recommended that a benefits-based approach to setting fees and changes be adopted, which aligns with the foundational principles outlined in the Recreation and Culture Strategy (2019).

**Access for all**

- Offer and evaluate subsidy (tax-supported) levels to community members facing financial barriers through the Everybody Gets to Play recreation access program.
- Monitor the public's ability to pay to recognize the when user fees become a significant barrier to participation.

**Championing**

- Create awareness of the free and low-cost (subsidized) opportunities available to the community including Everybody Gets to Play initiative, free opportunities such as PlayDays and special events, Gallery@501 and the School's Joint Use activities.

**Continuous Learning**

- Understand the costs required to provide each service.
- Educate the public and user groups on the subsidy offered to provide recreation and culture services.

**Stewardship**

- Offer incentives for services that encourage positive behaviours related to environmental stewardship.

**Collaboration**

- Encourage community groups to review registration fees for participants facing financial barriers where possible which could include a subsidy program for low-income participants.
- Communicate with community groups as part of implementing changes to County fees.

**Forward Thinking**

- Set user fees based on costs and collective benefits rather than by tradition.
- Set balances between user fees and tax subsidies equitably among types of users and uses.

**Viability**

- Prioritize increasing participation and utilization where possible over raising user fees when striving for increased revenues.
- Balance tax base with community need through prioritization of tax support that supports appropriate service levels. adequate.

Overall, there is a balance between the total amount of tax funds allocated to the Recreation, Parks and Culture department and the total amount of user fee revenues generated through direct use, which translates into service levels that can be supported, as displayed in Figure 1.

**Figure 1: Balancing user fees, tax support and service levels**

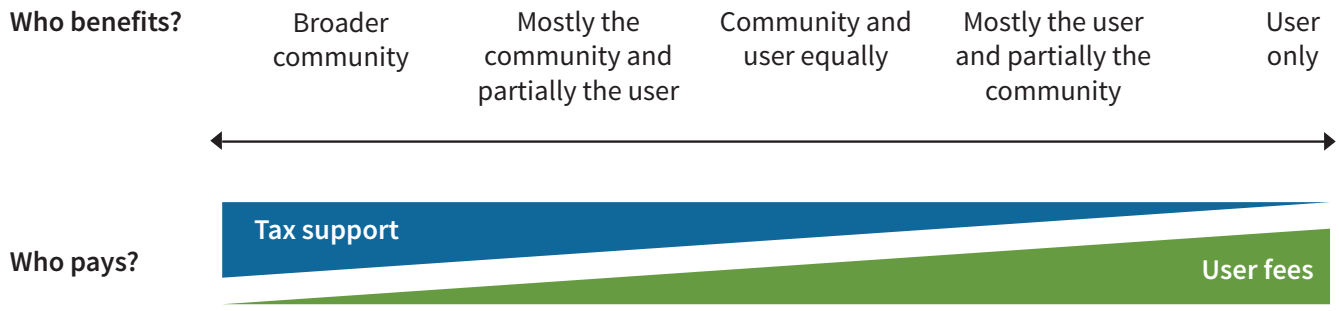



The benefits continuum, as displayed in Figure 2, provides structure for categorizing recreation and culture services by the amount of community benefit they provide. For example, if all, or substantially all, of the benefits accrue to the community as a whole, the community as a whole should pay for the service through taxes. If all, or substantially all, of the benefits accrue to the individual or group that consumes the good or service, without any greater "public good," the users should pay the costs.

Where the benefits accrue to the community and also to specific users, the costs should be shared on the basis of proportionate benefit. Users should be required to pay to the extent that the benefits accrue only to themselves, while the community, through taxes, should pay for the portion which benefits it generally.

According to the above rationale, user fee targets can be set along the benefits continuum as illustrated in the following graphic. An example of a broader community benefit includes parks and playgrounds. An example of a user only service on the other end of the spectrum could include an activity such as personal fitness training.

**Figure 2: Benefits continuum**



# D 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 (5)**
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 (5)**
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 (5)**
The readiness of the site in relation to site servicing and existing physical / environmental site conditions.

**4. Proximity to public parks and outdoor spaces (4)**
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 (4)**
The location of the site in proximity to public transit opportunities.

**6. Centralized location in County/ community/ hamlet (3)**
The level to which the site is centralized within the geographic boundaries of the County/community/hamlet.

**7. Proximity to schools (3)**
The location of the site in proximity to existing or planned schools.

**8. Pedestrian and bike connections (3)**
The degree to which the site is accessible via active transportation.

**9. Parking and traffic impacts (3)**
The degree to which the facility will integrate with and compliment availability of adjacent parking and traffic patterns.

**10. Promoting urban-rural balance (3)**
The degree to which the site leads to better (perceived or actual) urban:rural service balance in the County

**11. Proximity to accommodations (2)**
The location of the site in proximity to hotels, campgrounds, or other forms of accommodations.

**12. Proximity to complimentary services / businesses (2)**
The location of the site in proximity to health and wellness services and/ or commercial areas, especially those that are complementary to the facility.

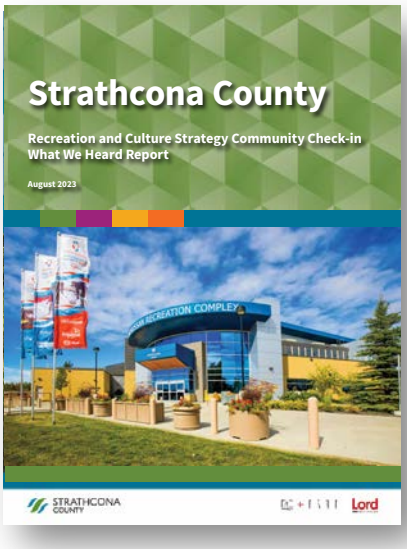
**13. Land use (2)**
The degree to which the facility will integrate with existing land uses adjacent to the site and current zoning for the site.

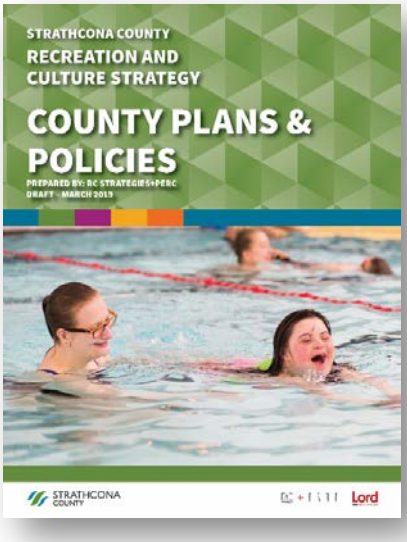
**14. Proximity to public indoor spaces (2)**
The location of the site in proximity to public indoor spaces, especially those that are complimentary to the facility.

**15. Regional partnership appeal (2)**
The attractiveness of the site in relation to potential regional partnerships related to the facility.

**16. Proximity to population dense areas (1)**
The site is located in population dense areas.

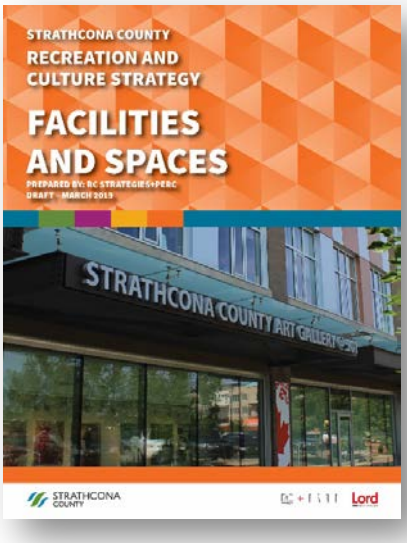
# References



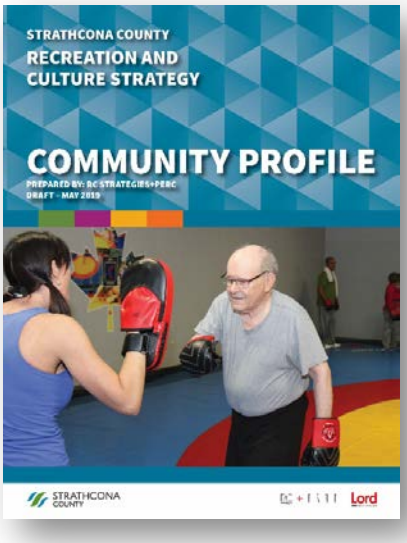













*What We Heard Comprehensive Report - 2023*

*Facilities and Spaces*

*Trends and Best Practices*

*Community Profile*

Community Infographic

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”Dancing into the Future” by Eugene Alexis - Sherwood Park Arena, 2023