



## **Strathcona County Open Space and Recreation Facility Strategy**

FINAL REPORT  
June 2008

**Strathcona**  
County

There were many residents of Strathcona County who contributed to this strategy through participation in surveys, face to face meetings or attending open houses. This volunteer contribution is the basis upon which this plan was built. Their contribution should be celebrated! Administratively, this strategy has been prepared with the help, guidance and direction of the following.

## **Strathcona County Council**

Cathy Olesen, Mayor  
Vic Bidzinski, Councillor Ward 1  
Roxanne Carr, Councillor Ward 2  
Alan Dunn, Councillor Ward 6  
Jacquie Fenske, Councillor Ward 5  
Jason Gariepy, Councillor Ward 8  
Glen Lawrence, Councillor Ward 7  
Linda Osinchuk, Councillor Ward 3  
Peter Wlodarczyk, Councillor Ward 4

## **Strathcona County Executive Team and Managers**

Robyn Singleton, Chief Commissioner  
Denise Exton, Associate Commissioner, Infrastructure and Planning Services  
George Huybregts, Associate Commissioner, Corporate Services  
David Turner, Associate Commissioner, Community Services  
Mike MacGarva, Manager, Engineering and Environmental Planning (EEP)  
Russ Pawlyk, Manager, Recreation, Parks and Culture (RPC)  
Peter Vana, Manager, Planning and Development Services (PDS)

## **Open Space and Recreation Facility Strategy Project Team**

An interdepartmental team was developed to prepare the Strategy. The County Project Manager was Bob Priebe, of EEP who had significant guidance provided by a variety of RPC staff, including Terry Fuga and John Dance. Other key contributors included Jocelyn Thrasher-Haug and Bev Bruyere of EEP, Cindy Hanson, Cliff Lacey (retired) and Don Polinski of RPC, Tim Duhamel, Dawn Hemming and Laura Probst of Corporate Services and Finance, Thelma Scammell (Communications) and Ron Barr (PDS). There were many other internal staff who participated on sub committees, reviewed pieces of the report for clarity, prepared the final documents, or helped with logistic support.

The early stages of the Strategy including the all important need assessment and first draft was guided and developed by the consulting expertise of Randy Conrad and Mike Roma of RC Strategies and Ted Muller of the EDA Collaborative consulting group.

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## 1.0 Executive Summary

Strathcona County is an active healthy community. Highly utilized trails, parks and facilities serve as community gathering places, demonstrating the community's commitment to healthy lifestyle choices. At a time when obesity rates and chronic diseases are skyrocketing, we have a responsibility as a community to continue to influence the health and wellness of our residents by providing recreation venues and a continued leadership role in delivering quality recreation services. We need to adapt and respond to meet current and changing needs, shifting demographics and growth throughout Strathcona County. Our facilities and outdoor spaces are a source of community pride that offer opportunities for a myriad of positive life experiences: family bonding, improved fitness, fun, education, play, celebration, socialization, personal and spiritual growth, competition, improved self image and much more.

### What is the Open Space and Recreation Facility Strategy?

The Open Space and Recreation Facility Strategy is a guiding document and plan for future open space and indoor facility redevelopment and development. The OSRFS follows the guiding principles of Strathcona County's Strategic Plan for governance, community development and service delivery. The outcomes of the strategy are an investment in our community's health and wellness. This Strategy is the result of two and a half years of community consultation, research and dialogue across a wide spectrum of stakeholders. It addresses a variety of indoor and outdoor requirements that serves the integrated needs of individuals, community groups, learn-to program and activity program participants across all age groups. It addresses needs identified by rural and urban residents.

The OSRFS represents an investment in the health and well-being of the community in a broad range of interconnected activities and needs. It is an exciting time for our community with strategy outcomes that will provide enhanced opportunities resulting in a healthier and more active Strathcona County.

The OSRFS is a 15 year plan that addresses immediate needs in years one to five (Phase 1) with emerging requirements in years six to 15 (Phase 2 and 3). Phase 1 focuses on protecting existing assets and addressing our oldest buildings and parks, overcrowding and maintaining service levels in the face of growth. The reinvestment and revitalization of existing venues offers the most benefit for capital dollars spent. Growing in place saves on land and servicing costs, and provides efficiencies in operating costs. The strategy recommends reinvesting in our existing infrastructure and maximizes use before new infrastructure is constructed. It looks to partnerships in the education and healthcare fields that offer shared benefits and efficient use of resources for the community.

Phases 2 and 3 (years 6 to 15) begin with continued community involvement and ongoing research and assessment to determine the outcomes of the first five year immediate phase improvements. A proactive approach is taken for future phases, and community consultation and needs assessment for Phases 2 and 3 begins after year three of the strategy. From that, the best possible solutions and timing will be established to meet evolving needs, shifting demographics, and growth across indoor and outdoor functions.

### **What does the community need?**

There has been phenomenal growth in our community's demand for a wide variety of healthy lifestyle choices demonstrated through the high use of indoor and outdoor recreation venues. Millennium Place exemplifies this trend with cardholders surpassing 15,000, representing over 18% of the County's entire population. Community wide surveys indicate that in the last 12 months 82% of residents have visited an indoor facility and 84% have used a park, trail or natural area. At the same time, 32% indicated their participation in recreation was limited due to overcrowding or unavailability as registration reached capacity.

Our data and the community has told us they would like to see more prime time ice, gymnasium spaces, wellness centres, basic aquatic opportunities, trails and natural areas. The minor sports community has told us they need more fields and an artificial turf field. As communities age, local need changes (e.g. more seniors, less children) and new types of activities are desired (i.e. spray water features, community gardens). Traditional organized sport group needs continue to exist and must be supported, but spontaneous use activities are a growing market segment that must be addressed. The community also told us partnerships should be pursued to meet portions of these needs. Implementation of the strategy will provide four season services to residents of all ages and to all areas of the County. Opportunities for special needs populations (i.e. low income, persons with disabilities) will be considered in all that we do. The strategy will also emphasize meeting the needs of spontaneous park and facility users as well as our minor sport community.

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### **Park and facility "system" planning**

Parks (i.e. playgrounds, youth sportsfields) and natural areas located close to home will serve primarily nearby residents and will be passive or nature orientated. Activities requiring larger spaces (i.e. a massing of sports fields), specialized facilities (i.e. indoor pools, ice, artificial turf field, etc.) and/or have activities that will attract users from a broad geographic area (i.e. larger scale skate park, minor hockey) will be located together, but sites will be geographically dispersed over a larger area across the County. Where multiple program opportunities exist (e.g. meeting both organized groups and spontaneous individual needs), shared program development will be pursued.

Where an indoor facility occurs, indoor and outdoor spaces will be integrated (i.e. Millennium Place soccer fields and skate park located beside Millennium Place). In rural areas, these larger community gathering spaces will occur in the hamlets (i.e. Ardrossan Recreation Complex, Strathcona Olympiette Centre and Moyer Recreation Centre).

Parks, natural areas and facilities will be linked by a trail network. Where possible, the trail network will not only link parks, natural areas and facilities, but commercial and institutional uses (i.e. schools) as well, providing an alternative transportation method to safely access those uses.



### Phase 1: Enhancing existing public spaces

Strathcona County was forward thinking in its innovative approach to spontaneous use and multiuse eight years ago when it developed Millennium Place. The County needs to continue to move forward by further integrating recreation opportunities across numerous locations throughout the community to provide flexibility for the individual, group and program participant. The first phase of the strategy is designed to meet multiple needs in neighbourhoods and across the community. Strathcona County has grown in size and scope, and looking to one sports field or a new indoor facility to remedy existing service level issues is not feasible, nor is Strathcona County's population currently at a level to sustain another Millennium Place multi-use facility. Estimates in 2008 to construct a single stand alone facility the size and scope of Millennium Place are now \$130 million. Phase 1 of the Strategy for indoor facilities is focused on investing in existing assets to improve and expand 12 venues across the County at a cost of \$80 million phased over a five-year period. (Refer to tables 1 and 2 for summary of indoor & outdoor components by functional service areas.)

The interrelatedness of facilities and their functions along with the need for collaboration to maximize usage and flexibility within spaces for the individual, program and group rental is a guiding principle of the strategy. This systems approach to planning has been based on the interconnection of facilities/venues and their functions:

Indoor functions	Outdoor functions
Indoor wellness/health	New outdoor community gathering places
Ice	Outdoor community gathering places revitalization
Aquatics	Walkable communities revitalization (trails)
Dry Surface	Streetscape revitalization
Culture	
Special purpose	

As part of the systems approach, this Strategy looks creatively at functions in different ways across usages and buildings to effectively understand the interconnectedness of facilities and their functions in their entirety. Using the Ice Function as an example, the Strategy recommends reinvesting in Millennium Place to increase the size of the leisure ice surface by three fold. This provides increased capacity for daily public skating for families and individual use on a large ice by 84 hours per week up from 18 hours. It further allows learn-to skate programs to be relocated from the large ice surface to the leisure ice environment, which is more suited to teaching. It also creates an additional 840 hours of prime time on the large ice for minor ice user groups by moving public skating and learn-to-skate programs to an expanded leisure ice.

This is accomplished at a capital cost of half the construction of a full size ice surface with virtually no additional annual operating costs.

New open space development is provided by development industry partners. However, existing public lands (parks, roadways, boulevards, etc.) need to be revitalized to keep pace with both a growing population and evolving community need, through the provision of water spray features, community gardens and trails. Lack of attention to these parks and trails will leave assets underutilized and social capital development compromised.

### **What are the anticipated costs?**

Administration will continue to work right through the remainder of 2008 on the OSRFS's financing plan for consideration in the 2009 Municipal Capital Plan. Initiatives in this strategy must compete with other community funding needs. The financing approach focuses on the first five years (Phase 1) of the strategy and recommends in total \$80 million (\$16 million per year) to reinvest and revitalize our existing indoor recreation assets. Similarly the strategy recommends for parks, trails, sports fields and natural areas \$20 million for the same five years (\$4 million per year) for outdoor recreation assets. (2009 projected dollars.)

### **Is the community willing to pay?**

Through the research and community consultation undertaken in the strategy, residents showed a willingness to accept tax increases for leisure development. The 400 person telephone survey determined a willingness (60% of those surveyed) to accept tax increases of varying annual amounts for worthwhile development. The same telephone survey indicated that residents expect users to contribute towards development and operational costs.

### **Understanding community interests**

OSRFS identified other interests of the community, but could not resolve those issues without more detailed study and analysis within the first phase. These include the Green Hectares Business Plan, and equine study, a snowmobile corridor study, dogs-off-leash planning framework and the long term future of community halls. Administration also needs to look more closely in the first year of the Strategy at opportunities for aquatics to address overcrowding in learn-to-swim programs. Resources are being recommended to explore partnership opportunities with Elk Island Catholic Schools relative to integrated community access across several functions as part of a new high school site in Emerald Hills. More study and community consultation will occur in areas of wetlands conservation and tree protection. Further analysis for each park and natural area (Community Gathering Places Assessment) will take place in 2009. A field sport strategy will also occur in 2009. Walkable Community Revitalization Assessment will happen in 2009 using a multi-use trail strategy as a guide. Bremner House proposed improvements have been included however funding requirements have previously been identified separately and further assessment is required on remaining lands from an open space utilization perspective.

### **Emerging Needs**

The Strategy will guide our actions in the upcoming five years. When emerging issues arise, these needs will be evaluated against those already in the Strategy and the appropriate action will be taken.

**Tables 1 and 2** summarize the outdoor and indoor components of Phase 1 by functional service areas.

**Table 1**

More detail on each functional area is provided in Section 6  
Implementation Strategy p 37-42

## OSRFS 5 Year Indoor Functional

INDOOR FUNCTIONAL SERVICE AREA	2009	2010
<b>Indoor Wellness &amp; Health</b>	<ul style="list-style-type: none"> <li>Ardrossan Recreation Complex site investigation, community input, planning/design for wellness components</li> <li>Glen Allan Recreation Complex wellness space modified and enlarged for wellness special populations, group and individual spontaneous use</li> <li>EICS High School (Emerald Hills) feasibility study &amp; memorandum of agreement for wellness &amp; health components with integrated community access</li> </ul>	<ul style="list-style-type: none"> <li>EICS High School Emerald Hills Wellness Health Centre planning/design</li> </ul>
<b>Ice</b>	<ul style="list-style-type: none"> <li>Ardrossan Recreation Complex site investigation, community input, planning/design for ice components</li> <li>Millennium Place leisure ice surface increased in size &amp; capacity three fold accommodating increased public skating and learn to skate programs as well as providing 840 hours of large ice in winter season for use by community groups</li> <li>Broadmoor Arena Phase 1 infrastructure reinvestment in dressing rooms and arena small ice surface pad providing opportunities for off season dry surface use and golf clubhouse complimentary enhancements (clubhouse golf course funded)</li> </ul>	<ul style="list-style-type: none"> <li>Ardrossan Recreation Complex addition of new full size ice surface &amp; leisure ice with existing arena building envelope maintained for evolving community needs</li> <li>Broadmoor Arena Completion infrastructure reinvestment in building envelope, dressing rooms &amp; ice surface pad providing opportunities for off season use and golf clubhouse complimentary enhancements (clubhouse - golf course funded)</li> <li>Broadmoor Clubhouse infrastructure reinvestment and addition of space for golf clubhouse and other year round community events and programs</li> </ul>
<b>Aquatics</b>	<ul style="list-style-type: none"> <li>Aquatic feasibility study - Assessment of aquatic options (current &amp; new) to address overcrowding in learn-to-swim programs &amp; to meet other water-based community needs including outdoor water play features</li> <li>Efficiencies and opportunities in existing usage patterns &amp; flexibility within current spaces at KLC &amp; MP</li> </ul>	
<b>Dry Surface</b>	<ul style="list-style-type: none"> <li>Ardrossan Recreation Complex site investigation, community input, planning/design for dry surface spaces (i.e. gymnasiums, children's indoor play areas) in existing arena building and wellness/health features</li> <li>Millennium Place Edu-tainment Centre and program rooms. Revitalization and increase in room size to enhance environment &amp; accommodate additional use across wider age of children</li> </ul>	
<b>Culture</b>	<ul style="list-style-type: none"> <li>Festival Place terms of reference infrastructure updates and revitalization (Q4)</li> </ul>	<ul style="list-style-type: none"> <li>Festival Place planning/design for infrastructure updates &amp; revitalization incorporating results of 2006 Festival Place expansion study</li> </ul>
<b>Special Purpose</b>		
<b>Project Management</b>	<ul style="list-style-type: none"> <li>(GARC, MP, Broadmoor)</li> </ul>	<ul style="list-style-type: none"> <li>(Ardrossan, Broadmoor)</li> </ul>
<b>Construction Contingency</b>		
<b>Planning, Feasibility, Community Consultation</b>		

\* Bremner House improvements funding is presently identified separately



## Service Area Plan Summary



2011	2012	2013
<ul style="list-style-type: none"> <li>EICS High School Emerald Hills Wellness Health Centre</li> <li>Millennium Place Wellness Centre modified &amp; enlarged (Phase 1)</li> </ul>	<ul style="list-style-type: none"> <li>EICS High School Emerald Hills Wellness &amp; Health Centre opens September 2012</li> <li>Millennium Place wellness space modifications completion</li> </ul>	
<ul style="list-style-type: none"> <li>Additional aquatics space - planning/design</li> </ul>	<ul style="list-style-type: none"> <li>Aquatics space (Phase 1 - construction)</li> </ul>	<ul style="list-style-type: none"> <li>Aquatics space (completion)</li> </ul>
<ul style="list-style-type: none"> <li>Ardrossan Recreation Complex dry surface spaces</li> </ul>	<ul style="list-style-type: none"> <li>Multi-use portable floors - portable floor surfaces, which allow ongoing multi-use functions &amp; efficient conversion to dry surface space across rural and urban ice facilities</li> </ul>	
<ul style="list-style-type: none"> <li>Festival Place Phase 1 - building facelift &amp; upgrades to operating functionality of facility</li> </ul>	<ul style="list-style-type: none"> <li>Festival Place Phase 2 - building enlargement providing additional activity space</li> </ul>	
	<ul style="list-style-type: none"> <li>Operational space to accommodate increased venue size and/or sport/maintenance/ event equipment at Millennium Place, Strathcona Athletic Park and Parks Compound</li> </ul>	<ul style="list-style-type: none"> <li>Operational space to accommodate increased venue size and/or sport/maintenance/event equipment at Strathcona Olympiette Centre, Sherwood Park Arena and Moyer Recreation Centre</li> </ul>
<ul style="list-style-type: none"> <li>(EICS, MP, Ardrossan, FP)</li> </ul>	<ul style="list-style-type: none"> <li>(Aquatics, FP, Op./Space)</li> </ul>	<ul style="list-style-type: none"> <li>(Aquatics, Op. Space)</li> </ul>
	<ul style="list-style-type: none"> <li>Community consultation &amp; planning for Phase 2 of OSRFS (2014-2018)</li> </ul>	<ul style="list-style-type: none"> <li>Community consultation &amp; planning for Phase 2 of OSRFS (2014-2018)</li> </ul>

**Table 2**

More detail on each functional area is provided in Section 6  
Implementation Strategy p43-46

## OSRFS 5 Year Outdoor Functional

OUTDOOR FUNCTIONAL SERVICE AREA	2009	2010
<p><b>New Outdoor Community Gathering Places Acquisition &amp; Development</b></p> <p>Parks, trails and natural areas in new residential and commercial areas</p> <p><b>Note:</b> Parkland projects funded by developers Timing is dependent on developers</p>	<ul style="list-style-type: none"> <li>• Parks, trails and natural areas in Emerald Hills, Aspen Trails, Foxboro, Summerwood</li> <li>• New trails in same areas, including adjacent to arterial roadway development or expansions</li> </ul>	<ul style="list-style-type: none"> <li>• Parks, trails and natural areas in Emerald Hills, Aspen Trails, Foxboro, Summerwood, South Wye/Campbelltown, Strathcona Centre Park, etc.</li> <li>• New trails in same areas as well as adjacent to arterial roadway development or expansion</li> <li>• Planning begins for new growth areas (if approved)</li> <li>• Field sport venue preliminary design</li> </ul>
<p><b>Outdoor Community Gathering Places Revitalization Program</b></p> <p>As communities age, park elements age and community demographics change. This program will refresh existing parks and natural areas and keep pace with evolving community need</p>	<ul style="list-style-type: none"> <li>• A list of specific parks and natural areas requiring revitalization will be identified and prioritized in 2009 in the Community Gathering Places Revitalization Assessment.</li> <li>• The annual construction program will be established by County Council. The amount of construction that can occur in any one year will be dependent upon the construction program scope (e.g. what improvements are required), existing site conditions and funding availability</li> <li>• Artificial Turf (detailed design and site identification)</li> <li>• Hwy 21 Dog Off Leash Park (park furniture, trail improvement, signage)</li> <li>• Field sport improvements</li> <li>• Cranford Park (landscaping)</li> </ul>	<ul style="list-style-type: none"> <li>• A list of specific parks and natural areas requiring revitalization will be identified and prioritized in 2009 in the Community Gathering Places Revitalization Assessment.</li> <li>• The annual construction program will be established by County Council. The amount of construction that can occur in any one year will be dependent upon the construction program scope for each site (e.g. what improvements are required), existing site conditions and funding availability</li> <li>• Artificial Turf field construction</li> <li>• Strathcona Wilderness Centre campsite</li> <li>• Ardrossan Youth Park</li> </ul>
<p><b>Walkable Community Revitalization Program</b></p> <p>New trails in existing residential areas and in the river valley parks, trails, natural areas, schools, commercial areas*</p> <p>(2009 unit costs for a 3 meter wide paved trail will approximate \$230,000 per lineal kilometer and \$155,000 for a 3 meter gravel surface, assuming no unusual site conditions. Grass, dirt or wood chip trails, also identified in the Multi-Use Trail Strategy, would be less expensive.)</p>	<ul style="list-style-type: none"> <li>• 2 km paved or 4-5 km of gravel Missing trails (urban and rural) based on Multi-use Trail Strategy (2009)</li> <li>• RVA Trail construction to continue the 2008 project (rural)</li> </ul>	<ul style="list-style-type: none"> <li>• A complete list of specific trail links requiring construction will be identified and prioritized in 2009 in the Walkable Community Revitalization Assessment. That work will update the existing Multi-Use Trail Strategy. These prioritized lists will be provided a) urban b) rural and hamlet c) river valley</li> <li>• The annual construction program will be established by County Council. The amount of trail construction that can occur in any one year will be dependent upon the width, length and surface of trails, existing site conditions and funding availability</li> <li>• It is anticipated that one or more trail sections will be selected annually from each list subject to funding availability</li> </ul>
<p><b>Streetscape Revitalization Program</b></p> <p>Median and boulevard tree and shrub planting, welcoming signs in already developed areas</p>	<ul style="list-style-type: none"> <li>• 1000-1200 sq metres of boulevard/ median planting</li> <li>• 1-2 entrance signs</li> </ul>	<ul style="list-style-type: none"> <li>• 1,000-1,200 sq metres of boulevard/ median planting</li> <li>• 1-2 entrance signs</li> </ul>
<p><b>Project Management</b></p>	<ul style="list-style-type: none"> <li>• Trails, parkland redevelopment, consultant management, grant acquisition</li> </ul>	<ul style="list-style-type: none"> <li>• Trails, parkland redevelopment, consultant management, grant acquisition</li> </ul>
<p><b>Construction Contingency</b></p>		
<p><b>Planning, Feasibility, Community Consultation</b></p>	<ul style="list-style-type: none"> <li>• Consultation, public meetings, etc.</li> <li>• Walkable Community Revitalization Assessment (2009)</li> <li>• Community Gathering Places Revitalization Assessment (2009)</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation, public meetings, etc.</li> </ul>
<p><b>Other Special Purpose Studies/Projects</b></p> <p><b>Note:</b> These projects may yield additional capital requirements</p>	<ul style="list-style-type: none"> <li>• Green Hectares Business Plan (2008)</li> <li>• Equine Study (2008)</li> <li>• Snowmobile Corridor study (2009)</li> <li>• Field Sport Strategy (2009)**</li> </ul>	<ul style="list-style-type: none"> <li>• Dog Off Leash Planning Framework (2010)</li> </ul>

## Service Area Summary

2011	2012	2013
<ul style="list-style-type: none"> <li>Emerald Hills Regional Park /EICS High School, including sports field development</li> <li>Parks, trails and natural areas in Aspen Trails, Summerwood, South Wye /Campbelltown, etc.</li> <li>New trails in same areas as well as adjacent to arterial roadway development or expansion</li> <li>Planning for new growth areas (if approved)</li> </ul>	<ul style="list-style-type: none"> <li>Parks, trails and natural areas in Emerald Hills, Aspen Trails, Summerwood, South Wye/ Campbelltown, etc.</li> <li>New trails in same areas as well as adjacent to arterial roadway development or expansion</li> <li>New growth areas parks</li> </ul>	<ul style="list-style-type: none"> <li>Parks, trails and natural areas in Emerald Hills, Aspen Trails, Foxboro, Summerwood, South Wye/ Campbelltown, etc.</li> <li>New trails in same areas as well as adjacent to arterial roadway development or expansion</li> <li>New growth areas parks</li> </ul>
<ul style="list-style-type: none"> <li>A list of specific parks and natural areas requiring revitalization will be identified and prioritized in 2009 in the Community Gathering Places Revitalization Assessment.</li> <li>The annual construction program will be established by County Council. The amount of construction that can occur in any one year will be dependent upon the construction program scope (e.g. what improvements are required), existing site conditions and funding availability</li> </ul>	<ul style="list-style-type: none"> <li>A list of specific parks and natural areas requiring revitalization will be identified and prioritized in 2009 in the Community Gathering Places Revitalization Assessment.</li> <li>The annual construction program will be established by County Council. The amount of construction that can occur in any one year will be dependent upon the construction program scope (e.g. what improvements are required), existing site conditions and funding availability</li> <li>New Dog Off Leash Park Improvements</li> </ul>	<ul style="list-style-type: none"> <li>A list of specific parks and natural areas requiring revitalization will be identified and prioritized in 2009 in the Community Gathering Places Revitalization Assessment.</li> <li>The annual construction program will be established by County Council. The amount of construction that can occur in any one year will be dependent upon the construction program scope (e.g. what improvements are required), existing site conditions and funding availability</li> </ul>
<ul style="list-style-type: none"> <li>A complete list of specific trail links requiring construction will be identified and prioritized in 2009 in the Walkable Community Revitalization Assessment. That work will update the existing Multi-Use Trail Strategy. These prioritized lists will be provided a) urban b) rural and hamlet c) river valley</li> <li>The annual construction program will be established by County Council. The amount of trail construction that can occur in any one year will be dependent upon the width, length and surface of trails, existing site conditions and funding availability</li> <li>It is anticipated that one or more trail sections will be selected annually from each list subject to funding availability</li> </ul>	<ul style="list-style-type: none"> <li>A complete list of specific trail links requiring construction will be identified and prioritized in 2009 in the Walkable Community Revitalization Assessment. That work will update the existing Multi-Use Trail Strategy. These prioritized lists will be provided a) urban b) rural and hamlet c) river valley</li> <li>The annual construction program will be established by County Council. The amount of trail construction that can occur in any one year will be dependent upon the width, length and surface of trails, existing site conditions and funding availability</li> <li>It is anticipated that one or more trail sections will be selected annually from each list subject to funding availability</li> </ul>	<ul style="list-style-type: none"> <li>A complete list of specific trail links requiring construction will be identified and prioritized in 2009 in the Walkable Community Revitalization Assessment. That work will update the existing Multi-Use Trail Strategy. These prioritized lists will be provided a) urban b) rural and hamlet c) river valley</li> <li>The annual construction program will be established by County Council. The amount of trail construction that can occur in any one year will be dependent upon the width, length and surface of trails, existing site conditions and funding availability</li> <li>It is anticipated that one or more trail sections will be selected annually from each list subject to funding availability</li> </ul>
<ul style="list-style-type: none"> <li>1,000-1,200 sq metres of boulevard/ median planting</li> <li>2-4 entrance signs)</li> </ul>	<ul style="list-style-type: none"> <li>1,000-1,200 sq metres of boulevard/ median planting</li> <li>2-4 entrance signs</li> </ul>	<ul style="list-style-type: none"> <li>1,000-1,200 sq metres of boulevard/ median planting</li> <li>2-4 entrance signs</li> </ul>
<ul style="list-style-type: none"> <li>Trails, parkland redevelopment, grant acquisition</li> </ul>	<ul style="list-style-type: none"> <li>Trails, parkland redevelopment, grant acquisition</li> </ul>	<ul style="list-style-type: none"> <li>Trails, parkland redevelopment, grant acquisition</li> </ul>
<ul style="list-style-type: none"> <li>Consultation, public meetings, etc</li> </ul>	<ul style="list-style-type: none"> <li>Consultation, public meetings, etc</li> </ul>	<ul style="list-style-type: none"> <li>Consultation, public meetings, etc</li> </ul>
	<ul style="list-style-type: none"> <li>Special purpose studies</li> </ul>	

\*\* Planned field sport improvements in the 2009-2013 period includes 20-25 ha. of new field capacity and field improvements at various sites (to be identified) in the Outdoor Community Gathering Places Revitalization Program. A new field sport venue will be explored in the sports field strategy in 2009 on existing County owned lands or with regional partner(s).

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## 2.0 Introduction

### Purpose

Strathcona County is growing and evolving. It has been approximately 20 years since Strathcona County comprehensively revisited its approaches to open space planning and about 10 years for recreational facilities. The OSRFS combines these two aspects as they are intimately connected. This strategy has a fifteen year time frame, but its impact extends beyond this time frame.

The purpose of the Open Space and Recreation Facility Strategy (OSRFS) is two fold:

- To gather community input and create a vision for how we want Strathcona County's open space lands, parks and recreation facilities to look and function in the future; and
- To establish key initiatives (goals, initiatives/projects, guidelines, standards) to get us there.

### Strategy Development Process

The strategy was developed by County Administration using consulting resources in dialogue with user groups and the general public. The Strategy is built on the needs articulated by the community. Their needs have been synthesized by the consulting team and Administration with draft reports prepared and circulated to the community for comment. The initial draft report was revised and a final draft prepared.



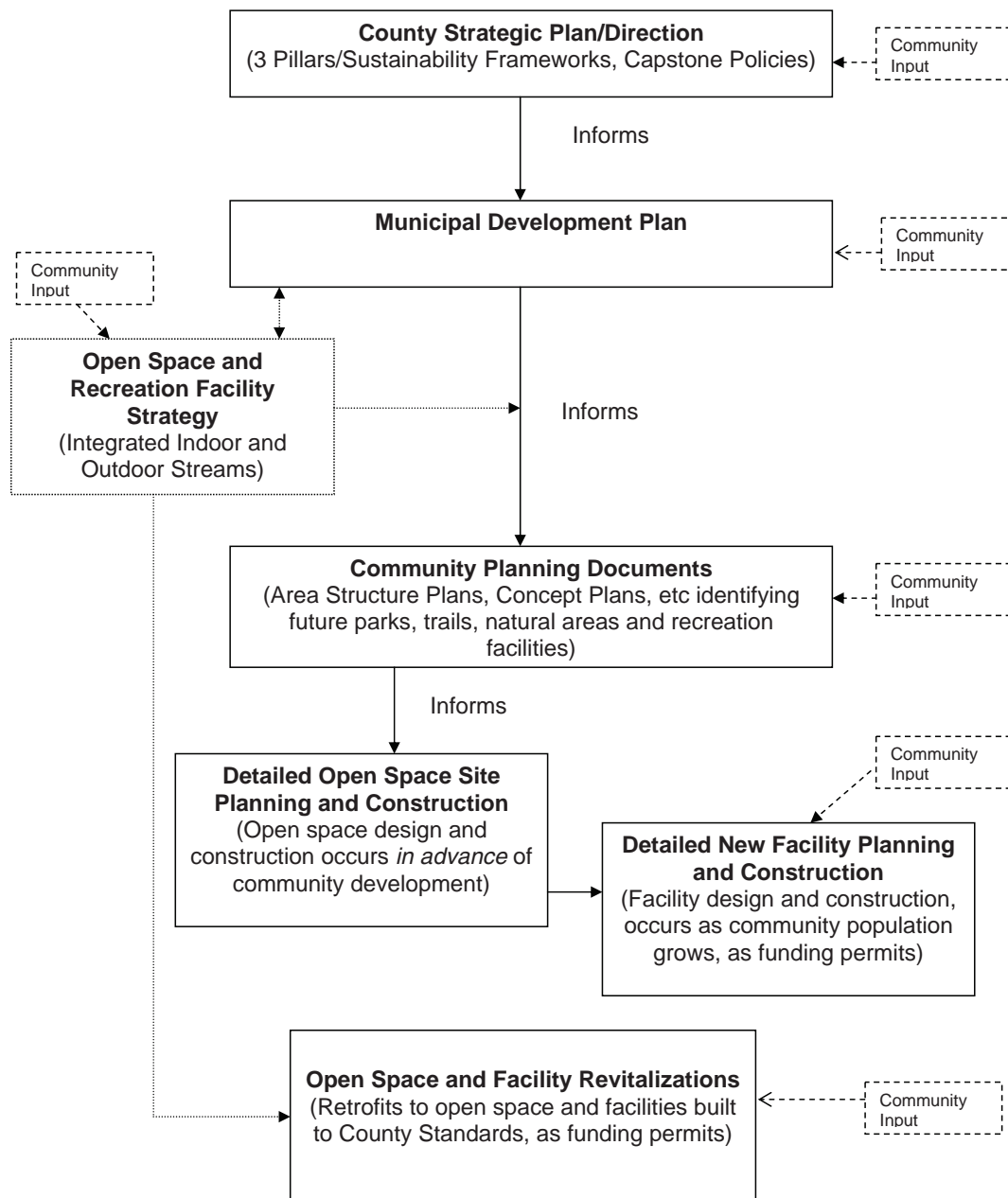
March - April 2006	<b>Project Start-up</b>
April - May 2006	<b>Background Research</b> <ul style="list-style-type: none"> <li>• Quantify demand from department records</li> <li>• Inventory and assessment</li> <li>• Trends analysis and societal values</li> <li>• Review of other communities</li> </ul>
June 2006 - January 2007	<b>Stakeholder and Public Engagement: Need Assessment</b> <ul style="list-style-type: none"> <li>• Public open houses</li> <li>• Focus groups</li> <li>• Telephone survey</li> <li>• Group surveys</li> <li>• Face-to-face meetings</li> <li>• Millennium Place survey</li> <li>• School survey</li> <li>• Councilor interviews</li> </ul>
November 23, 2006	<b>Initial Council Engagement</b>
February - March 2007	<b>Draft Report Preparation</b>
April - May 2007	<b>Internal Review and Revision</b>
May 30, 2007	<b>Council Engagement</b>
August 2007 - January 2008	<b>Draft Report Public Engagement</b> (focus groups, surveys, meetings, web presence)
January 17, 2008	<b>Council Engagement</b>
February - May 2008	<b>Final Draft Preparation</b>
June 2008	<b>Final Community Engagement and Council Review</b>

## OSRFS Planning Context

This Strategy is a guiding document and plan for future open space and indoor facility redevelopment and future development. It will be used to help the County focus its energy and resources towards common parks, open space and recreation infrastructure goals in an ever changing environment that's responsive to evolving community needs in an effort to maintain a healthy active community.

Strathcona County's overall Strategic Plan was approved in 2002. The planning and development process is mandated by the Province of Alberta's Municipal Government Act. The Strathcona County Municipal Plan was approved in 2007, although some aspects of the report are being challenged. Both of these documents were developed with extensive public consultation. This strategy must follow guiding principals outlined in these documents. Once approved, the OSRFS Strategy will inform the preparation of area structure plans, area concept plans, and indoor and outdoor facility feasibility and design studies.

## Where the Open Space and Recreation Facility Strategy Fits





For new development, the Planning and Development Services Department (PDS) manages the plan review and approval process (e.g. the preparation of Area Structure Plans, Concept Plans, etc). That process identifies the size, location and configuration of new park sites, as well as where new schools and recreation facilities may be located. It also identifies other infrastructure requirements (e.g. roads, utilities, etc) and other land uses (residential, commercial, etc.).

Within that broader planning process managed by PDS, the Engineering and Environmental Planning Department identifies new park and facility infrastructure, roads, utilities, etc. This is achieved working in collaboration with operational departments (Recreation, Parks and Culture, Transportation and Agricultural Services, Utilities, etc). The OSRFS will be used to provide that broad direction for new plan areas. OSRFS also provides strategic guidance for the revitalization of existing parks, trails, natural areas and facilities.



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### 3.0 Vision

A new Strathcona County is emerging beneath the surface of the old. It is a community which is forecasted to accept an average of 2,500 new residents each year for the next twenty years that will move to new urban areas, hamlets and rural acreage subdivisions. Foreseeing such change, in 2002 Strathcona County Council consulted with residents and created a vision to guide its future overall planning and service delivery:

*A safe, caring and autonomous community that treasures its unique blend of urban and rural lifestyles while balancing the natural environment with economic prosperity and through strong effective leadership as a vibrant community of choice.*

The Strategic Plan for Strathcona County offers further guidance and perspective through its capstone policies seeking to promote a caring community that respects the needs and wants of a diverse population, encourages responsible citizenship and provides opportunities for healthy lifestyle choices.

The Open Space and Recreation Facility Strategy (OSRFS) is an integral component of County planning, specifically as it relates to park, natural area, trail and indoor recreation facility planning. It is a strategic document that will act as a compass in moving towards this vision over the next 15 plus years. It builds upon the direction of the County's Vision and Strategic plan noted above. It has a deliberate focus on expanding the capacity of safe, affordable and accessible opportunities that promote healthy lifestyle choices.

A new vision for open space and recreation facilities is achievable and will revolve around three key concepts, six guiding principles and a series of recommended actions:

- **An investment in people.** The creation of a system of indoor and outdoor natural and man made community gathering places provide residents of all ages with a high quality of life and the opportunity for improved health and wellness now and in the future.
- **A carefully planned infrastructure investment strategy built with the community.** Invest to revitalize our existing infrastructure before we build new facilities. Work with a variety of partners (not-for-profit groups, for-profit groups, healthcare, school boards, other municipalities, etc.) to develop assets in a more timely fashion building community stewardship.
- **An investment in a healthier environment.** Conserving and maintaining natural heritages, and ensuring that man-made redevelopment and development has a reduced ecological footprint will show the County's commitment to a more sustainable community.

**Six strategic goals and guiding principals woven into the OSRFS include:**

- Investment in our community's health and wellness
- Reduce the ecological footprint of development
- Growing in place through reinvestment, revitalization and on-going operations
- Engaging the public and strengthening our community
- Planning for the needs of the future
- Creating a funding strategy to provide ongoing support for the Strategies outcomes



**Recommended Actions**

- That the OSRFS become an integral component of Strathcona's Municipal Development Plan.
- To strategically plan in advance of the next five year phase 2 of the OSRFS, to include emerging needs, community needs and capacities in advance of the upcoming five year segment.
- To undertake collaborative decision making with and through community partners.
- To look to regional for centres of play and opportunities to meet similar community needs across boundaries.
- To work systematically through the functional service areas to the largest cross-sectional community benefit.
- To maximize the opportunities for residents to enjoy indoor and outdoor services, in a community that demonstrates these services as a critical quality of life necessity.
- Follow up on the Public Transit Service Plan to incorporate affordability and accessibility to indoor and outdoor recreation services.
- Support the initiatives of the Social Sustainability Framework and recreation specific and related recommendations.
- To follow the sequencing of the functional service areas in unison and harmonically to meet and reflect on the broad usage of service shortfalls.
- Explore opportunities to develop and enhance partnerships with the Elk Island Public and Catholic School systems to promote schools as community hubs for the delivery of community recreation programs.
- Explore opportunities to develop and enhance partnerships with Capital Health to promote preventative health care and the delivery of such programs.
- Develop a program of inclusion and opportunities that reduces barriers like affordability and promotes community well being.

Today's needs are not what are our parents or grandparents desired. Tomorrow's needs will be different yet again. Wise, creative and difficult choices will have to be made to respond to our community's emerging needs.

This strategy, its vision and initiatives represent a balanced approach to service delivery. That balance must consider active and passive recreational pursuits, spontaneous use and organized activities (e.g. minor sports), children, adult and senior needs, urban and rural lifestyles, the condition of existing assets and development needs versus conservation/preservation requirements and the needs of today and evolving needs.





## 4.0 Needs Assessment

### Why Parks, Trails and Natural Areas and Indoor Facilities?

A resident telephone survey suggested that 84 per cent of Strathcona County residents head to local parks and sports fields, school gymnasiums, playgrounds, multi-use trails, ice arenas, curling rinks, wellness centres, golf courses, swimming pools, culture facilities, wilderness facilities and any one of the County's eight major multi-use recreation facilities each year. Millennium Place alone attracts over 2.5 million visitors per year and participation at wellness facilities has doubled in the last four years. There are a variety of public parks, culture and recreation destinations within the County, not to mention a vast array of private outlets and many outdoor recreation landscapes that lie within and just outside of our borders. While these destinations have long been recognized in supporting the recreational and cultural endeavors of individuals, they also contribute to the overall social fabric of where we live, work and play.

#### *Enrichment for Everyone*

- Places and spaces where people choose to recreate are also places to make new friends, strengthen family ties and learn about the experiences of others. Obviously, this builds health, well-being, and community cohesiveness and connectedness.

#### *Discovery*

- Where opportunities are mixed and inviting, people become increasingly comfortable to learn new things and recreate in new ways. They become more inclined to participate and this sustained participation leads to personal and community health and well-being.
- Recreation facilities, trails and park areas are social community gathering locations, community meccas. When linked within neighbourhoods or between County communities, whether urban or rural, people learn about their neighbours and bonds are formed.

#### *Prosperity and Economic Value*

- Parks, open spaces and recreation facilities attract visitors, new residents and new industries to the County. Next to quality health and education, recreational opportunity is one of the top reasons why families choose to live here. In addition, they create employment for our residents and opportunities for private businesses to locate within or near them where legislation permits.
- Property values are higher (e.g. up to 20%) when located near passive parks and natural areas. This is good for the development industry; it improves the tax base and it encourages us to look at new ways to provide recreation, natural and overall green spaces into new growth areas.

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## *Healthier Environments*

- The County manages close to 862 hectares of developed park lands and ten natural areas encompassing 994 hectares. There are also 80 kilometers of multi-use pathways located in Sherwood Park and 12 kilometers of maintained hiking and cross country skiing trails at the Strathcona Wilderness Centre. All of these resource lands, whether they are neighbourhood parks in urban areas, or large natural tracts of land, provide habitat for wildlife and bird species. The lands act as natural filters that clean air and water and they contribute aesthetics in developed areas.

It is clear that open spaces and recreation infrastructure is integral, if not vital, in adding to the sustainability of Strathcona County now and well into the future. Balancing the benefits from allocating and managing open space and recreation facilities in a social, environmental and economic context is at the core of the Open Space and Recreation Facility Strategy. It also reflects a balanced approach taken by Strathcona County in achieving a sustainable municipality.

## **Growth**

Resident growth is forecasted to result in a 60 per cent increase in population or over 53,000 new residents over the next 20 years, 41,500 of whom may live in Sherwood Park and its proposed urban growth areas and 11,500 who will move to hamlets, acreages and farms (SOURCE: Strathcona County Community Profile).

Today baby boomers are our largest age group and young children our second largest. All age groups except seniors will decrease as a proportion of overall population over the next 20 years. This suggests that parks, open space and recreation facilities for the future must function to meet a far more diverse set of needs from pre-schoolers to senior adults, from parents and tots to grandparents and grandchildren, from the passive, creative thinker to the budding athlete.

## **Resident Input**

Of greatest importance to the process was the continuing dialogue with Strathcona County residents, elected officials, school boards and planners. The initial consultation process entailed extensive opportunities for public input, including the following:

- Seven interviews with elected officials and key community stakeholders
- Household telephone survey with 401 completions
- Two public open houses with 46 attendees
- Millennium Place participant survey with 501 respondents
- Six focus group sessions with 63 attendees representing groups of common interest
- 883 junior and senior high school student survey respondents
- Stakeholder group surveys
- Face to face interviews with 28 stakeholder groups



The outcomes of the consultation are summarized as follows.

*Resident Patterns of Use (telephone survey)*

- Residents are active: 38% take part in recreation activities at least three times per week, 23% once or twice per week.
- Residents use facilities: 82% and 84% of residents visited indoor and outdoor facilities (respectively) within the past 12 months.
- Millennium Place is very popular: 87% of residents use Millennium Place, 52% uses the Kinsmen Leisure Centre, 44% use the Glen Allan Recreation Centre, 38% use the Sherwood Park Arena, 34% use the Broadmoor Golf Course and 30% use the Strathcona Wilderness Centre.
- Trails are very popular: 68% of residents use trails, 67% use treed or natural areas, 54% use playgrounds, 53% use sports fields, 51% use passive green space and 50% use golf courses.



*The Priority Needs of Residents are clear (telephone survey)*

- Safe recreation and safe outdoor adventure in natural settings
- Development which respects the environment
- Places to socialize, create and recreate both as individuals and as extended families
- More trails to stay fit, connect special places, work places and friendly neighbours
- Increased arts and heritage opportunities spread throughout the County
- Easily accessed, affordable opportunities that can be accessed spontaneously
- Places to get well and stay well through all forms of exercise including use of wellness centres, walking, golf, bicycling, swimming and many more
- More indoor and outdoor places for young children and seniors
- More water features in our urban parks like spray parks and fountains
- More leisure aquatics – places that are not too crowded
- Indoor training spaces for outdoor sports enthusiasts

*Willingness to Pay (telephone survey)*

Residents showed a willingness to accept tax increases for worthwhile development. A total of 401 respondents were asked if they would support a tax increase, and if so how much of an increase. The majority (60%) were willing to accept tax increases for leisure development at approximately seventy dollars per year.

- 22% supported an increase of less than \$50 annually.
- 32% supported an increase between \$50 and \$74 annually.
- 29% supported an increase between \$75 and \$99.
- 10% supported a tax increase between \$100 and \$149.
- 6% said they would support an increase of \$150 or more annually.

Respondents were asked about the appropriate balance between public tax funds and user fees in support of public recreation facilities. The analysis indicated that public facilities with access for all should be subsidized through taxes at no more than approximately fifty percent.

- One per cent of respondents felt that 100% of funding should come from taxpayers.
- 21% of respondents felt that 75% of funding should come from taxes and 25% from user fees.
- 47% felt the costs should be evenly split.
- 20% felt that 25% of the costs should come from taxes and 75% from user fees.
- 6% felt that user fees should cover 100% of the costs.

*Junior and Senior High School Student expressed need for:  
(school survey)*

#### **INDOOR**

- More multi-use gym space, 59%
- Climbing walls, 53%
- Indoor tracks, 50%
- Wellness facilities, 48%
- Ice arenas – including leisure skating, 44%

#### **OUTDOOR**

- Sledding hills, 62%
- Spray parks, 53%
- Trails, 45%

*Interest and Sport Groups expressed need for  
(user surveys and focus groups)*

- Increased capacity, upgrades and, in some cases, new opportunities, to conduct programs and continue to meet demands in all areas:
  - warm water teach pools
  - increased supply of program and training aquatics venues
  - outdoor sports fields (both ball and soccer)
  - indoor sports fields / field houses
  - regulation sized ice rinks
  - arts & heritage spaces
  - equestrian training and event facilities
  - skateboard parks
  - indoor gymnasiums
  - golf training and programs
- A resource centre for volunteers
- Lands / partnerships to develop major outdoor sports park(s)
- Cross-country ski trails closer to Sherwood Park
- A network off leash dog areas



*Growing Needs within Strathcona's Vast Volunteer Delivery System (group survey/interviews)*

- Team sports groups, culture groups, aquatics groups, rural associations and numerous interest groups have all experienced the need to improve upon their programs and services through increased capacity. Volunteer involvement is diminishing in both urban and rural areas, and is a trend seen in many jurisdictions.
- There are very few groups who feel that they can meet demands with the resources that they access or operate. There are also new groups who have emerged, or are emerging, who seek assistance to sustain, improve upon or create new opportunities (e.g. the Dogs Unleashed, emerging equestrian groups, Strathcona Antique Tractor Society).

*Needs of Age Sectors and Special Needs Populations (group survey/interviews)*

- Youth seek the same opportunities as the general population with specific emphasis on spontaneous access, multi-use wellness, ice skating and trail activities. They would also like to see sledding hills, climbing walls and more spray parks.
- Parents of younger aged children seek greater access to warm water teach pools and outdoor spray decks within the park system.
- Seniors seek more walking, gardening, heritage, arts and social activities close by.
- New immigrants seek involvement in social activities, are involved within the sporting community and may seek new opportunities like cricket.
- "At-risk youth" need safe places to recreate and socialize in spontaneous access environments.





## Trends/Factors Impacting Future Service Provision

- Growth in demand for spontaneous recreation opportunities
- Growth in interest in the environment generally and environmentally sensitive practices
- Climate change and growing interest in sustainable development
- The Alberta population is generally younger than most parts of the country but with a growing proportion of seniors
- A move towards large multi-purpose recreation centres from single purpose recreation centres
- Need for more flexible facility development to accommodate a greater variety of program needs
- Rising utility and operating costs
- Growing recognition of the contribution parks, open spaces and facilities make to the economic vitality of the community
- Growing rates of childhood obesity, type II diabetes and some forms of cancer due to a decline in physical activity
- Rapid escalation of costs for construction of parks and facilities
- Greater push for partnerships for development while at the same time declining volunteer sector and volunteer burnout
- Expanding gap between the income levels and growing concerns about societal stress
- Growing cultural diversity requiring a revisiting of traditional sport and recreational opportunities
- A facility infrastructure that is aging, no longer meeting current community needs and in need of revitalization at a time when construction costs are at record levels
- A challenge to find qualified people to build, maintain and operate recreation facilities and open space
- Rural populations with similar and different recreational needs than urban residents due to geography and preferences (e.g. agri-recreation)
- Urban populations who move to rural areas for a rural lifestyle may desire urban standards of development (e.g. mowed grasses, removal of wildlife, etc.)
- Urban populations who desire recreational activities that need to occur in non-urban areas by their nature (e.g. horses, snowmobile, ATV ownership and use).
- Continued movement towards regional cooperation while recognizing opportunities for regional facility and open space development
- Regional governance uncertainty hampers future planning option description (i.e. status new urban reserve, funding)



## Industry Trends

In 2006, the Alberta Recreation and Parks Association released a document entitled Foundations for Action – Enhancing the Quality of Life in Alberta. This important work targeted the year 2015 as a goal to meet in overcoming numerous challenges that we face along with key actions recommended to municipalities that deliver parks and recreation services. It identified 17 separate initiatives that bear relevance to this strategy. Those initiatives included collaborative decision making, infrastructure renewal and development, stewardship of the environment, personal wellness, community wellness, inclusive participation and emerging recreation development priorities. Strathcona County has already been applying these initiatives in their day to day work. This strategy also applied those initiatives in building this report.

## Provincial and Federal Government Actions

A series of senior government actions that will impact local decision making and actions.

- Federal government clean air and greenhouse gas emission standards may impact private development.
- Alberta Environment initiatives around protection of wetlands, air and water quality will impact development processes and project development for private development. The details and implications are not yet known.
- Alberta Health has a growing focus on prevention of disease. Historically they have focused on changing peoples individual behaviours. Today they also have a focus on influencing changes to the built environment that encourages more active, healthy living environments.

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Regional governance provides both a challenge due to uncertainty as well as opportunity for different forms of service delivery. The first phase of regional governance appears to be focused on land use, geographic information systems, social housing and transit planning. Other services, including parks and recreation services may be impacted in the future.

Regardless of where regional governance ultimately takes us, regional thinking should be fully explored in the park and recreation field. Those opportunities could include:

- Development of indoor or outdoor facilities meeting a smaller need that may require a larger population base to support (e.g. equine).
- Development of indoor or outdoor facilities that meet a more elite level need (i.e. centers of play for ice and aquatics , field sports).
- Development of indoor or outdoor facilities that serve a base level need but geographically can serve residents in more than one municipality. For example, a recreation centre can serve residents in our new growth node and north east Edmonton residents.
- Planning or environmental initiatives that respect natural, not political, boundaries (e.g. River Valley Alliance, Beaverhills Initiative, etc).
- Broad based trend information and planning approaches can be shared between municipalities and other regional type organizations (i.e. Edmonton Area Land Trust).

## 5.0 Alignment to Strathcona County's Strategic Plan

Strathcona County Strategic Plan capstone policies provide a set of directives that guide all aspects of public service delivery. A summary of those capstone policies and how OSRFS supports them is provided herein.

**i) Community well-being** – *To foster a community of caring, respectful and responsible citizens who feel safe, have a sense of neighbourhood and enjoy a broad range of opportunities for healthy lifestyle choices.*

### **Strategy Goal: Investment in our community's health and wellness**

*Key forces shaping the strategy goal...*

- Growing recognition of the link between community design and public health. Dramatic increases are occurring in the rates of obesity and the incidences of type II diabetes, heart disease and some forms of cancer related to a lack of physical activity and poor diet. Community designs that encourage more active living are required to help partially offset poor dietary choices and car orientated development. National target set by federal/provincial/territorial ministers responsible for sport, physical activity and recreation, to increase activity by 10 per cent by 2010.
- There has been a significant growth in indoor and outdoor spontaneous use activities that reflects the busy nature of our society. Connectivity of outdoor and indoor recreation through multiple activity facilities for all ages allows for a flow of activity through the generations as well as meets multiple family objectives.
- Community sport can help develop positive values (team work, fair play, respect and achievement). However, the disabled community may not enjoy the same level of access to activities enjoyed by others.
- Community-based arts and culture play a vital role in giving meaning to people's lives. Arts and culture encourage social inclusion that can regenerate communities and spark social action. Historical heritage preservation is an important component of the cultural expression of the community. Opportunities exist in indoor and outdoor facilities to accommodate multiple public objectives.
- Active aging is important to an increasing proportion of the population. Active aging has great potential to redefine what it means to grow old by improving health, vitality, increasing independence and fostering social interaction.
- Growing gaps between income levels, and growing societal stress are apparent. Low income populations tend to have less education and are less active. More access to free and spontaneous use activities would assist these populations in becoming more active.
- Recognition that municipalities play a role in creating healthier individuals and healthier communities through community design.



The OSRFS responds to this capstone policy by:

- Providing a diverse range of integrated recreational opportunities (e.g. indoor and outdoor, spontaneous use and organized sports, etc.) in both urban and rural areas (e.g. organized sports, spontaneous use) to encourage use and participation.
- Providing or facilitating opportunities that will encourage people to become more physically active and contribute to better health outcomes. Adopt universal access design to accommodate all segments of our population.
- The creation of gathering places will enable people to build social capital and become more socially connected in their community.
- Service will be delivered to residents of all ages and provide opportunities for all levels of income.

**ii) Community Sustainability** –To sustain and preserve the County's unique urban/rural community and natural environment by directing and managing growth through proactive plans and sustainable development policies that display a strong sense of stewardship.

### **Strategy Goal: Reduce the ecological footprint of development**

*Key forces shaping the strategy goal...*

- Green infrastructure, such as trees, vegetation and wetland, can sequester carbon, recycle water, reduces urban heat islands, remove pollutants from the atmosphere and calm traffic. The development processes and the Municipal Government Act permit provide an opportunity to conserve natural heritages that provides these benefits. There is also growing public interest in the protection of the natural environment.
- Global warming acknowledged by provincial and federal governments is beginning to negatively impact trees and wetlands, as well as our management of green infrastructure on county-owned lands. The Province is taking steps to manage our environment on a number of fronts (e.g. not net loss wetland policy, cumulative effects framework for air, water for life strategy, etc).
- Industry who are contributing to greenhouse gas emissions are looking for opportunities to offset their impacts through carbon trading/ purchasing.
- Man's activities are upsetting the wildlife balance in nature by destroying habitat. This resulting imbalance may mean that some populations are eliminated and others grow to unnatural levels due to the absence of predators.
- New technologies exist to design and create man-made green infrastructure that limits the ecological footprint of development.
- Public transit can be used as a way to enhance use of existing outdoor and indoor recreation facilities.





The OSRFS strategy goal responds to this capstone policy by:

- Conserving natural habitats for wildlife habitat protection, nature appreciation/ education.
- Adopting green development standards for indoor and outdoor facilities.
- Participating in regional environmental initiatives (Beaverhills Initiative, wetland compliance research, interface with regional land trusts, participating in cumulative effects planning processes, etc.) to protect natural lands.
- Creating new policy tools to protect trees on county owned lands and wetlands through the development process.
- Introducing new environmental technologies in existing facilities to reduce energy use.
- Explore measures (e.g. controlled burns, etc.) to manage wildlife habitat.

**iii) Economic Viability** – *To support and contribute to a healthy economy that benefits residents, businesses and industry.*

### **Strategy Goal: Growing in place through reinvestment and revitalization**

*Key forces shaping the strategy goal...*

- Past investment decisions are compromised if we don't upgrade them to take full advantage of their potential to meet community need.
- Existing infrastructure exists in already built out residential areas and therefore provide the best opportunity to provide opportunities in convenient locations for residents (i.e. close to home).
- Existing indoor facilities are aging and nearing the end of their useful life. Ardrossan and Broadmoor golf courses, some community halls and others are of concern at the present time.
- Over time, neighbourhood populations shift from young families with children to a more even mix of children, young and older adults. Indoor or outdoor recreation facilities should reflect the needs of the population it serves.
- Passive parks and trails have a positive economic benefit on landowner property values and higher property taxes.
- Development and operation of indoor and outdoor facilities generate employment and have spin-off benefits to other sectors of the economy (i.e. service industry).

The OSRFS strategy goal responds to this capstone policy by:

- Reinvesting in existing indoor and outdoor facilities to accommodate growing and evolving community need.
- Continuing to operate existing indoor and outdoor facilities to create important social infrastructure and enhance the quality of life of County residents.
- The OSRFS identifies opportunities at, and within, public facilities to employ residents, encourage complimentary private ventures and promote business success. It recognizes the importance of choice and by encouraging business modeling, it keeps user fees at levels which do not restrict access by any residents and, at the same time, reduces public costs of operation.
- Park system planning will integrate parks into the urban fabric in a manner that considers the potential economic benefits enjoyed by developers, landowners and county taxpayers. This is achieved by designing residential areas to take advantage of parks, trails and natural areas opportunities.

**iv) Service Delivery** – *To demonstrate excellence in customer service through the planning and delivery of programs and services that reflect community priorities and are based on the principles of effectiveness, efficiency, economy and fairness.*

### **Strategy Goal: Effective planning for the needs of the future**

*Key forces shaping the strategy goal...*

- Community needs evolve over time. New activities grow and flourish; more traditional activities may stagnate or decline.
- Indoor facility construction costs have been inflating in recent years and compromises our ability to build new amenities and provide service in a timely fashion. Expecting significant community contribution to capital projects at inflated prices will be problematic. Further, the County could be seen as competing for contributions from industry and philanthropists.
- Under-funding of social infrastructure requires new and innovative solutions to meet evolving community need.
- We are a population that continues to age with a growing number of more active seniors from the baby boomers generation.
- Regional service providers share many of the same challenges in service delivery. Synergistic opportunities may exist to collaborate on shared research and development.
- Provincial and municipal legislation may be out of step with changing public demands, social, economic and environmental realities and needs.

The OSRFS strategy goal responds to this capstone policy by:

- Ensuring that OSRFS development included consultation from a broad range of groups and individuals, including research into future trends.
- More detailed need assessment on individual projects will ensure that resources are effectively used. Allow that process to identify new and different amenities and spaces to respond to evolving community need.
- Planning done based on the interconnection of facilities and their functions to maximize both usage and flexibility within spaces for individual spontaneous use, “learn-to” programs and organized group rentals across age groups.
- The promotion of a system of integrated indoor and outdoor facilities will ensure that residents have easy access to opportunities close to home.
- A balanced approach to service delivery will ensure that residents needs are addressed regardless of age (e.g. young or old), income (e.g. affluent or otherwise), location (e.g. urban and rural), interests (e.g. indoor and outdoor), or ability to organize for changes (i.e. organized groups and spontaneous users). A greater focus on spontaneous use activities is required.
- Provide services that meet base level needs of the majority of the population. More specialized or elite level service provision will require financial participation of those groups.
- Developing “communities of practice” with regional partners to share expertise, knowledge, etc addressing common issues and concerns. Explore regional service provision in a variety of areas (i.e. ice, environmental land protection, equine, field sport development, etc.).
- Recreation, Parks and Culture working closely with Planners and Engineers throughout the Strategy and community design process.





**v) Stakeholder Communications** – To develop effective mechanisms to facilitate two way communications with stakeholders and to create confidence in governance, awareness and understanding with respect to service delivery roles.

**Strategy Goal: Public engagement and strengthening of community**

*Key forces shaping the strategy goal...*

- Public and community investment must be based on a thorough understanding of community need or resources may be misspent.
- Community consultation and need assessment processes must be transparent, unbiased and fair or resources may be misspent.
- The County's Social Sustainability Framework recognizes the importance of recreational amenities in promoting two of it's four goals: social inclusion and social responsibility.
- Individuals and volunteer groups need time and information to assist them in achieving their desired outcomes.
- It can be difficult to engage the public in planning processes that take time and energy. Quite often both parents are working. Little time is left for longer term commitments to planning processes. Volunteer burnout is a growing factor that may compromise service delivery if they are not available.
- Spontaneous indoor and outdoor facility uses are a growing market segment, yet tend not to have an umbrella organization to speak for them in articulating their needs.
- Community involvement in planning processes builds community capacity, ownership and stewardship.
- Strathcona County is currently developing a public consultation model that will be applied to future planning processes.

The OSRFS strategy goal responds to this capstone policy by:

- An extensive community consultation program was undertaken to develop this Strategy, and included three different opportunities for the public and user groups to contribute and respond.
- Implementing OSRFS requires a further level of community need assessment and consultation to clarify public needs. Need assessment will involve stakeholders, organized or otherwise.
- Continued support for partnership development with community organizations, user groups and the general public.



**vi) Resource Management** - To manage the corporation's human, financial and physical resources in an effective and efficient manner, based on community needs and priorities.

**Strategy Goal: Create a funding strategy and mechanism to provide on-going support to achieve plan outcomes.**

*Key forces shaping the strategy goal...*

- Municipal funding is limited and must be dedicated to the highest and best use, and address a broad range of community needs, including both soft and hard infrastructure.
- The cost of implementation includes staff and consulting expertise to manage the more detailed planning, design and construction phases.
- While hard infrastructure has had to be a significant capital focus in recent years, accommodating the increased population in our parks, trails and natural areas and facilities has not occurred to the same extent.
- Single stand alone projects with a specific focus (i.e. add a rink for minor sports) tend to address limited needs. A more effective approach is to retrofit assets to accommodate more than one need.
- Some existing assets are aging and in need of repair and upgrading or they become underutilized while other needs go unmet.

The OSRFS strategy goal responds to this capstone policy by:

- Developing funding plans within the Capital Budget process to support outdoor and indoor facility project redevelopment and development.
- Acquire and development new parks, trails and natural areas through the development process funded by the development industry throughout the strategy period.
- In the first five years of the strategy, focus County and community partner funds primarily on revitalization and reinvestment of existing parks, trails, natural areas and indoor facilities to meet community need.
- In years 6-15 of the strategy, build new facility capacity after it has been determined that further redevelopment of existing assets is not feasible or would not meet growing and evolving community need.
- Create or facilitate partnership arrangements to provide timely service or provide developments that address more narrowly defined needs not widely shared by the majority of County residents. Those partnerships may include school boards, for profit and not for profit organizations, etc.
- Regional partnerships should be fully explored to provide alternative methods of service delivery at reduced costs to County taxpayers. Examples may include equine centre development, ice provision, aquatics, environmental initiatives, field sport venue development.



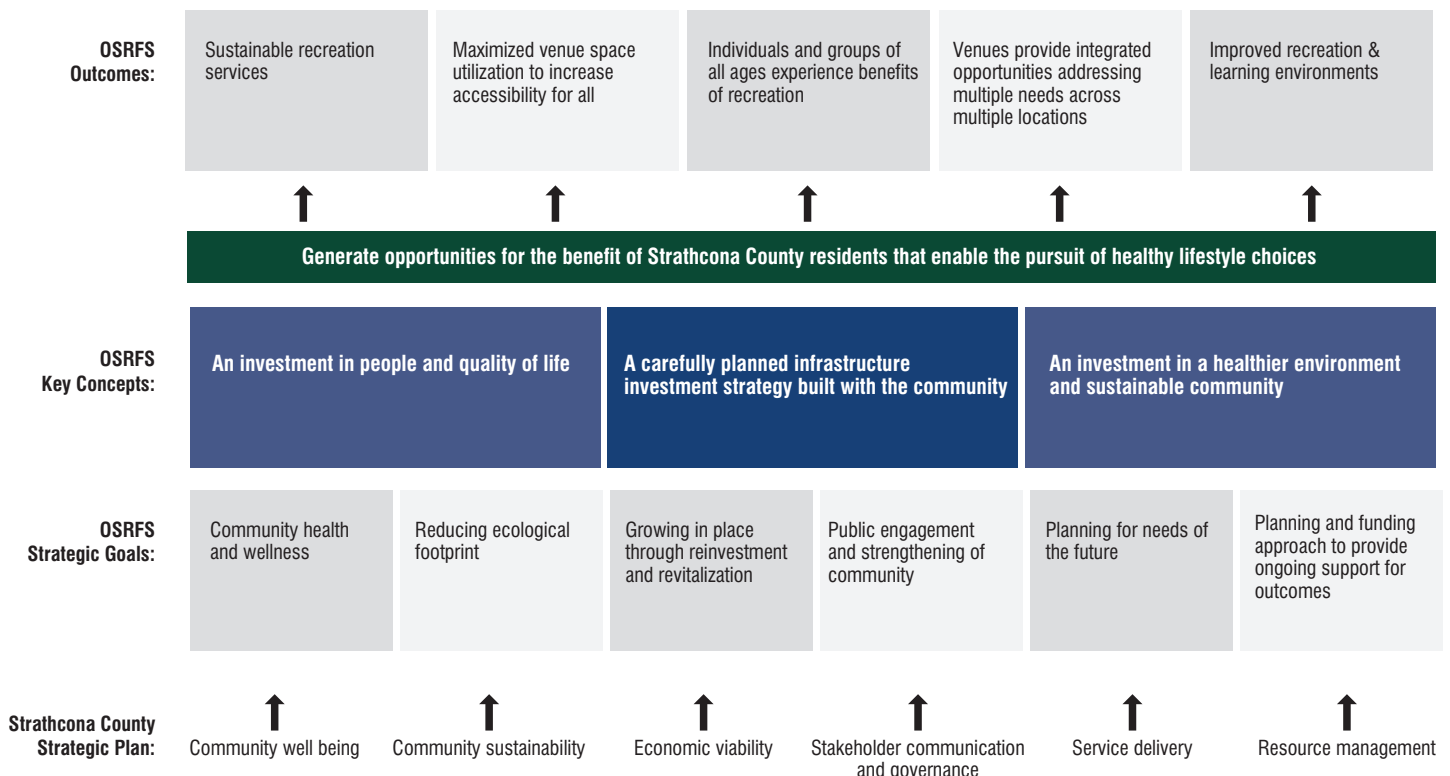
**vii) Governance** –To provide for the long-term viability of an autonomous Strathcona County through the provision of effective governance based on clearly defined municipal roles, sound policies and plans, and effective two-way communication with community stakeholders.

*Key forces shaping the strategy goal...*

- The type, volume and quality of services requested by the general public and user groups continues to grow and evolve over time and can increase the financial burden on taxpayers.

The OSRFS supports this capstone policy by implementing the six strategy goals noted previously.

- Investment in our communities health and wellness
- Reduce the ecological footprint of development
- Growing in place through reinvestment, revitalization and on-going operations
- Effective planning for the needs of the future
- Public engagement and strengthening of community
- Creating a funding strategy and mechanism to provide on-going support for plan outcomes.





## 6.0 Strategy Implementation

The outcomes of the strategy will provide residents with a diverse range of indoor and outdoor recreational opportunities to address new and evolving recreational, social and environmental needs. Parks, trails, natural areas and indoor facilities will be the gathering places of the community. People will connect with their neighbours and participate in organized programs or on their own. Residents of all ages will have access to the types of indoor and outdoor activities they desire. Residents will connect to the natural world. Wildlife habitat will be preserved.

The Implementation Model and detailed Functional Service Areas which follow provide an overall approach to implementation of the OSRFS. It provides an overview of answering the very basic questions of service provision (e.g. what service we provide, who we provide it to, when, how and where) along with the strategy outcomes and our measures of success. It does this for each type of functional service we provide (indoor wellness/health, ice, aquatics, dry surface, culture, special purpose, outdoor gathering places revitalization, acquisition and development of new outdoor gathering places, walkable community revitalization program, and streetscape revitalization program).

New parks, trails and natural areas will continue to be provided through the strategy period by our development industry partners. This strategy builds on that work and on the Strategic Plan by focusing taxpayer funds on revitalizing our existing indoor and outdoor assets before building new in the first five years. This will maximize the benefit of our past investment decisions. It will also ensure our indoor and outdoor facilities will remain well used and relevant to the community as it ages and our needs evolve. New capacity is proposed in the second and third phases of strategy in the form of a new projects and investments.

The County has had to spend much of the past few years keeping pace with the demand for hard infrastructure supporting the development of a growing residential, commercial and industrial land uses. The strategy outcomes present an opportunity to catch up to the social or soft infrastructure demand articulated by residents in this strategy.

Phases 2 and 3 of the strategy (years 6 - 15) anticipate the need for new capacity in a new major multi-use facility, potentially located in new growth areas. The level of funding required to construct that facility in 2008 dollars is \$130 million. However, the timing and development specifics of new facilities will be in part dependent on our collective success in maximizing our existing asset base in the first five years.

OSRFS identified other interests of the community, but could not resolve those issues without further more detailed study and analysis. Those issues included:

- **Green Hectares Business Plan (2008).** To identify capital/operational costs and determine County's role and responsibility (if any).
- **Equine Study (2008).** A feasibility analysis is occurring to identify need for a facility and potential option to facilitate service delivery.
- **Snowmobile corridor study.** A feasibility study will occur in 2009 to identify the potential to create a corridor with full input of both groups and impacted residents.
- **Field Sports Strategy (2009)** The following analysis will occur in 2009:
  - Identify and map existing sites where field sports currently take place
  - Identify maintenance status of existing infrastructure and need for repairs
  - Quantify how existing fields are currently booked/utilized using Strathcona County and group records
  - Identify group needs in consultation with groups
  - Project future demand for field sports
  - Identify future field sport network and associated upgrades (as required)
- **Community hall revitalization (2009).** A system wide study of community halls will be undertaken with the community to better understand the long term future.
- **Dog off-leash planning framework (2010)**
- **Aquatic feasibility Study.** Assessment of current and new aquatic options to address overcrowding in learn to swim programs and to meet other water based community needs.
- **School partnerships.** Elk Island Catholic Schools Emerald Hills High School Wellness and Health opportunities Feasibility Study
- More study and community and stakeholder consultation is also required in two key "green" policy areas:
  - Development of wetlands conservation policy mirroring and reflecting Provincial government legislation
  - Development of tree protection bylaw to better value and protect trees on public lands and explore the potential to protect trees on private lands



- **Community Gathering Places Assessment.** The following analysis for each park and natural area will occur in 2009:
  - Identify and map the park and natural area inventory
  - Categorize the inventory by urban, rural and hamlet
  - Identify the recreational program and development standards (as per the Open Space Development Standards) for each site
  - Identify existing lifecycle status of site elements (e.g. playgrounds, park furniture, etc.) for each site
  - Identify nearby accessible park experiences within walking distance
  - Demographic analysis of surrounding area
  - Based on the above, identify a proposed construction program for each site
  - Develop a ranking system and identify prioritized lists of projects (urban, rural and hamlet)
- **Walkable Community Revitalization Assessment.** The following analysis will occur in 2009, using the Multi-use Trail Strategy as a guide:
  - Identify and map the existing trail linkages by type of trail (paved, gravel, etc.)
  - Identify a County wide system of trails in urban areas, rural and hamlets. The trail system should consider the potential for a snowmobile trail(s), major trunk trail systems linking urban and rural areas and hamlets, and trail systems within the urban areas and hamlets
  - Identify criteria to recommend trail surfaces in urban, rural and hamlets
  - Based on the above, identify a proposed construction program for each trail link
  - Develop a priority ranking system and identify prioritized lists of sites (urban areas, rural and hamlet) and supportive construction programs for Council's consideration

The following [Implementation Model](#) (p. 35) provides an overview of the entire process. A more detailed explanation of each [Functional Service Area](#) is linked to the overall model (p. 37-46)





## 7.0 Next steps

The Open Space and Recreation Facility Strategy and development of an accompanying funding strategy represents an investment in the health and well being of the community in a broad range of interconnected activities and needs. It is an exciting time for our community with strategy outcomes that will provide enhanced opportunities for a healthier and more active community providing further evidence we are one of the healthiest most active communities in Canada.

The OSRFS fills a strategic planning gap and with adoption by Council, will guide and focus our future planning of parks, open space and facilities for the next fifteen years and beyond. It builds upon the direction of the County's vision and strategic plan. It has a deliberate focus on expanding the capacity of safe, affordable and accessible opportunities that promote healthy lifestyle choices.

Approval of this document and the framework described in detail in [Indoor and Outdoor Functional Service Areas](#) will guide future decision making.

Administration will continue to work right through the remainder of 2008 on the OSRFS's financing plan for consideration in the 2009 Municipal Capital Plan. Initiatives in this strategy must compete with other community funding needs. The financing approach focuses on the first five years (Phase 1) of the strategy and recommends in total \$80 million (\$16m per year) to reinvest and revitalize our existing indoor recreation assets. Similarly, the strategy recommends for parks, trails, sportsfields and natural areas \$20 million for the same five years (\$4m per year) for outdoor recreation assets. A supportive funding strategy will be brought forward for consideration in the 2009 budget process (2009 projected dollars).

Partnership opportunities will be explored throughout the strategy period with school systems, healthcare, other regional municipalities, not-for-profit and for-profit sectors to develop assets in a timely fashion. Applicable grant opportunities will be explored and submitted with adoption of the strategy.

Ongoing community and stakeholder consultation and communication continue in the next steps of the strategy process.

The Strategy will guide our actions in the upcoming five years. When emerging needs arise, they will be evaluated against those already in the Strategy and the appropriate action will be taken. The systematic and phased approach in the framework allows assessment and integration as we move forward. A proactive approach is taken for future Phases 2 and 3 (years 6-15) and community consultation and needs assessment for Phases 2 and 3 will commence following year three of the strategy.

The OSRFS is:

- an investment in people
- an investment in a healthier environment
- an investment in our community

## Implementation Model



\* For purposes of this model and to assist in planning, Functional Service Areas have been aligned by indoor and outdoor+ functions. In reality, indoor and outdoor activities are deeply connected, work together, and affect each other operating toward common puprose of providing healthy lifesyle choices.

+ New park and trail acquisitions are acquired through the development process. Park and projects are funded by developers and no capital funds are required.



Where	Outcome	Indicators of Success
<b>Immediate Phase I 2009 - 2013 (years 1-5)</b> <ul style="list-style-type: none"> <li>• Ardrossan Recreation Complex</li> <li>• Millennium Place</li> <li>• Broadmoor Arena &amp; Clubhouse</li> <li>• Festival Place</li> <li>• Aquatics</li> <li>• Education &amp; Healthcare Partnerships - EICS High School</li> <li>• Glen Allan Recreation Complex</li> <li>• Strathcona Olympiette Centre</li> <li>• Sherwood Park Arena</li> <li>• Moyer Recreation Centre</li> <li>• Outdoor Field Sports</li> <li>• Artificial Turf Field</li> <li>• Dog Off Leash</li> <li>• Parks, Trails, Natural Areas</li> <li>• Strathcona Wilderness Centre</li> <li>• Strathcona Athletic Park</li> <li>• Centennial Park</li> <li>• Parks Compound</li> <li>• Bremner House</li> </ul>	<b>Cross Functional All Ages</b> <ul style="list-style-type: none"> <li>• Individuals &amp; groups of all ages experience health and wellness benefits of recreation</li> </ul>	<b>Increased Hours of Utilization</b>
	<b>Multiplicity Effect Across User Types</b> <ul style="list-style-type: none"> <li>• Strathcona County's recreation venues provide interconnected multiple opportunities across facilities &amp; functions for all users</li> </ul>	<b>Realignment of Utilization</b>
	<b>Maximize Space Utilization</b> <ul style="list-style-type: none"> <li>• RPC indoor &amp; outdoor venues/ space is maximized</li> </ul>	<b>Opportunities Expanded Across the Community</b>
	<b>Improved Learning Environments</b>	<b>Return on Investments</b>
<b>Emerging Phases II &amp; III 2014-2023 (years 6-15)</b> <ul style="list-style-type: none"> <li>• Strathcona Olympiette Centre</li> <li>• Moyer Recreation Centre</li> <li>• Sherwood Park Arena</li> <li>• Smeltzer House Site</li> <li>• Museum</li> <li>• Ottewell House</li> <li>• Community Halls/Centres</li> <li>• Strathcona Wilderness Centre</li> <li>• Equestrian</li> <li>• New Locations</li> <li>• Partnerships</li> <li>• Community Wide Special Purpose Parks</li> <li>• Parks, Trails, Natural Areas - Revitalization &amp; New</li> <li>• Dogs Off Leash</li> </ul>	<b>Sustainable Recreation Services</b> <ul style="list-style-type: none"> <li>• Increased community collaboration and support enables sustainable recreation opportunities</li> </ul>	<b>Demand/Growing Demand In line with Service Provisions Available</b>



## Functional Service Area: Indoor Wellness &amp; Health

Years 1-5 Phase 1 (2009-2013) Immediate

Where	Implementation Strategy	Outcome	Measurement of Success
Millennium Place Glen Allan Recreation Complex	Efficiencies & opportunities in current usage patterns & flexibility within existing spaces Millennium Place & GARC	<ul style="list-style-type: none"> <li>Maximized usage and flexibility of current space</li> <li>Encourage outdoor wellness &amp; health opportunities and programming</li> </ul>	<ul style="list-style-type: none"> <li>Additional participants accommodated spontaneous use, programs &amp; groups</li> </ul>
Glen Allan Recreation Complex	<ul style="list-style-type: none"> <li>Infrastructure reinvestment, revitalization &amp; accessibility upgrades. Wellness &amp; health space</li> </ul>	<p><b>Spontaneous Use/Individuals</b></p> <ul style="list-style-type: none"> <li>Increase in wellness &amp; health capacity to meet changing demographics, evolving usage patterns &amp; community needs</li> </ul> <p><b>Learn to Programs</b></p> <ul style="list-style-type: none"> <li>Integrated/flexible space &amp; specialized equipment for special populations, older adult, specific health conditions &amp; children/youth</li> </ul> <p><b>Community Groups</b></p> <ul style="list-style-type: none"> <li>Integrated/flexible space for team &amp; group usage</li> </ul>	<ul style="list-style-type: none"> <li>45 people to 85 people space capacity per hour. 88% increase capacity</li> <li>83,675 current usage to 158,000 anticipated</li> <li>Opportunity to expand wellness centre program opportunities for specific populations from current 15/week</li> <li>Availability of wellness centre program space for teams &amp; groups</li> </ul>
Millennium Place	<ul style="list-style-type: none"> <li>Infrastructure reinvestment &amp; revitalization wellness &amp; health space</li> </ul>	<p><b>Spontaneous Use/Individuals</b></p> <ul style="list-style-type: none"> <li>Increase in wellness &amp; health capacity to meet changing demographics, evolving usage patterns &amp; community needs</li> </ul> <p><b>Learn to Programs</b></p> <ul style="list-style-type: none"> <li>Integrated/flexible space &amp; specialized equipment for special populations, older adult, specific health conditions &amp; children/youth</li> </ul> <p><b>Community Groups</b></p> <ul style="list-style-type: none"> <li>Integrated/flexible space for team &amp; group usage</li> </ul>	<ul style="list-style-type: none"> <li>150 people to 225 people space capacity per hour. 50% increase capacity</li> <li>640,000 current annual usage to 945,000 anticipated</li> <li>Opportunity to expand wellness centre program opportunities for specific populations from current</li> <li>Availability of wellness centre program space for teams &amp; groups</li> </ul>
Ardrassan Recreation Complex	<ul style="list-style-type: none"> <li>Infrastructure reinvestment &amp; revitalization health &amp; wellness</li> </ul>	<p><b>Spontaneous Use/Individuals</b></p> <ul style="list-style-type: none"> <li>Additional rural opportunities spontaneous use wellness &amp; health</li> </ul> <p><b>Learn to Programs</b></p> <ul style="list-style-type: none"> <li>Additional rural opportunities learn to programs</li> </ul> <p><b>Community Groups</b></p> <ul style="list-style-type: none"> <li>Additional rural opportunities community groups</li> </ul>	<ul style="list-style-type: none"> <li>0 hours to 84 hours/week</li> <li>0 hours to 15 hours for wellness centre program opportunities</li> <li>Availability wellness centre program space for teams &amp; groups</li> </ul>
Education/Health Partnerships EICS High School Emerald Hills	<ul style="list-style-type: none"> <li>Partnership Opportunities</li> <li>Feasibility Study</li> <li>Memorandum of Agreement</li> </ul>	<ul style="list-style-type: none"> <li>Integrated wellness and health facilities that offer fitness opportunities for schools/healthcare &amp; fully integrated community access - spontaneous use, learn to programs &amp; community groups</li> </ul>	

Years 6-15 Phases 2 and 3 (2014-2023) Emerging

Where	Implementation Strategy
Strathcona Olympiette Centre	<ul style="list-style-type: none"> <li>Infrastructure reinvestment &amp; revitalization</li> </ul>
Moyer Recreation Centre	<ul style="list-style-type: none"> <li>Infrastructure reinvestment &amp; revitalization</li> </ul>
Health & Educations Partnerships	<ul style="list-style-type: none"> <li>Partnership opportunities</li> </ul>
Regional Centres of Play	<ul style="list-style-type: none"> <li>Partnership opportunities</li> </ul>
New Major Recreation Facility	<ul style="list-style-type: none"> <li>New project/investment</li> </ul>

## Open Space and Recreation Facility Strategy

## Functional Service Area: Ice

## Years 1-5 Phase 1 (2009-2013) Immediate

Where	Implementation Strategy	Outcome	Measurement of Success
All existing indoor & outdoor ice venues	Efficiencies & opportunities in current usage patterns and flexibility within existing ice spaces	Maximized usage of current space Encourage outdoor ice opportunities & programming	Additional participants accommodate
Millennium Place Leisure Ice	Revitalization of existing space expansion x3	<b>Spontaneous Use/Individuals</b> <ul style="list-style-type: none"> <li>Increase in leisure ice capacity</li> <li>Increase in availability time (large ice)</li> </ul> <b>Learn to Programs</b> <ul style="list-style-type: none"> <li>Leisure ice enhanced size &amp; scope for enhanced learning</li> </ul> <b>Community Groups</b> <ul style="list-style-type: none"> <li>Increase in desirable large ice hours through movement public skate &amp; learn to programs</li> </ul>	<ul style="list-style-type: none"> <li>50 people to 150 people on leisure ice 62,759 current to capacity 188,000</li> <li>18 hours / week to 84 hours / week Expanded leisure ice</li> <li>Opportunity to expand existing 12 hours / week program time based on usage patterns</li> <li>Total prime available minor ice sports 840 in winter season hours and 432 hours summer use through movement of public skating &amp; program to expanded leisure ice</li> </ul>
Ardrossan New Leisure Ice & New Full Size Ice Surface	Infrastructure Reinvestment & Revitalization New full size ice surface replaces existing arena	<b>Spontaneous Use/Individuals</b> <ul style="list-style-type: none"> <li>Introduce leisure ice at ARC</li> <li>Additional rural opportunities spontaneous use</li> </ul> <b>Learn to Programs</b> <ul style="list-style-type: none"> <li>Introduce Learn to Programs - Rural Opportunities leisure surface</li> </ul> <b>Community Groups</b> <ul style="list-style-type: none"> <li>Increase in desirable hours through movement spontaneous/individual use</li> <li>Summer use (ice &amp; dry surface options)</li> </ul> <b>Other</b> <ul style="list-style-type: none"> <li>Reduced operating costs and elimination breakdowns /failures through new full size ice surface</li> <li>Existing arena building envelope can be maintained for evolving usage patterns and community needs/ other functions</li> </ul>	<ul style="list-style-type: none"> <li>2 hours to 84 hours / week</li> <li>Availability of ice for Learn to Skate Programs</li> <li>2 hours / week x 28 weeks = 56 hours</li> <li>Availability of rural dry surface activity &amp; wellness space for spontaneously/individual, Learn to Programs &amp; community groups</li> </ul>
Broadmoor Arena	Infrastructure Reinvestment	<b>Spontaneous Use/Individuals</b> <ul style="list-style-type: none"> <li>Additional urban opportunities for spontaneous use</li> </ul> <b>Learn to Programs</b> <ul style="list-style-type: none"> <li>Additional urban opportunities for Learn to Programs</li> </ul> <b>Community Groups</b> <ul style="list-style-type: none"> <li>Increase in hours through usage period extending Sep - Apr for groups best suited to 2/3 ice surface</li> </ul> <b>Other</b> <ul style="list-style-type: none"> <li>Opportunities for off season usage to meet evolving usage patterns &amp; community needs spontaneous, programs, rentals &amp; golf course</li> </ul> <b>Other Locations GARC</b> <ul style="list-style-type: none"> <li>Opportunities to move public skating to leisure ice surfaces at Millennium Place &amp; Ardrossan</li> </ul>	<ul style="list-style-type: none"> <li>Availability of space for spontaneous use</li> <li>Availability of space for Learn to Programs</li> <li>5 additional weeks / 220 additional hours winter season</li> <li>Availability of 320 hours dry surface space</li> <li>Community Groups, large ice surface 6 hours / week x 28 weeks = 168 hours</li> </ul>

## Years 6-15 Phases 2 and 3 (2014-2023) Emerging

Where	Implementation Strategy
Strathcona Olympiette Centre Curling (2/3 ice surface revitalization) Leisure Ice	<ul style="list-style-type: none"> <li>Infrastructure Reinvestment &amp; Revitalization</li> </ul>
Moyer Recreation Centre	<ul style="list-style-type: none"> <li>Infrastructure Reinvestment &amp; Revitalization</li> </ul>
Sherwood Park Arena/Sports Centre	<ul style="list-style-type: none"> <li>Infrastructure Reinvestment &amp; Revitalization</li> </ul>
Ardrossan Recreation Complex	<ul style="list-style-type: none"> <li>Infrastructure Reinvestment &amp; Revitalization</li> </ul>
Regional Centres of Play	<ul style="list-style-type: none"> <li>Partnership Opportunities</li> </ul>
New Major Recreation Facility	<ul style="list-style-type: none"> <li>New Project/Investment</li> </ul>

## Functional Service Area: Aquatics

Years 1-5 Phase 1 (2009-2013) Immediate

Where	Implementation Strategy	Outcome	Measurement of Success
Aquatics Feasibility Study	Existing spaces & new projects	<ul style="list-style-type: none"> <li>Assessment of aquatic options (current &amp; new) to address overcrowding in learn to swim programs and meet other water based community needs including outdoor waterplay features</li> </ul>	
Millennium Place Kinsmen Leisure Centre	Efficiencies & opportunities in current usage patterns & flexibility within existing spaces KLC & Millennium Place	<ul style="list-style-type: none"> <li>Maximized usage and flexibility of current space</li> </ul>	<ul style="list-style-type: none"> <li>Additional participants accommodated spontaneous use, programs &amp; groups</li> </ul>
Millennium Place Kinsmen Leisure Centre	Revitalization of existing space	<ul style="list-style-type: none"> <li>Maximized usage and flexibility of aquatic space for spontaneous individual learn to programs, community groups</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity to expand aquatic program Opportunities &amp; group usage in integrated &amp; flexible space</li> </ul>
Education / Health Partnerships	<ul style="list-style-type: none"> <li>Partnership opportunities</li> <li>Feasibility Study</li> </ul>	<ul style="list-style-type: none"> <li>Integrated aquatic facilities that offer water based opportunities for schools, healthcare &amp; fully integrated community access - spontaneous individual use, learn to programs &amp; community groups</li> </ul>	
Partnership Opportunitites	<ul style="list-style-type: none"> <li>Regional Centres of Play</li> <li>Partnership opportunities</li> <li>Feasibility study</li> </ul>	<ul style="list-style-type: none"> <li>Integrated aquatic facilities that offer synergistic opportunities for integrated &amp; regional usage on reduced capital cost basis for participating municipalities</li> </ul>	

Years 6-15 Phases 2 and 3 (2014-2023) Emerging

Where	Implementation Strategy
Regional Centres of Play	<ul style="list-style-type: none"> <li>Partnership opportunitites</li> </ul>
Health & Educations Partnerships	<ul style="list-style-type: none"> <li>Partnership opportunities</li> </ul>
New Major Recreation Facility	<ul style="list-style-type: none"> <li>New project/investment</li> </ul>



## Open Space and Recreation Facility Strategy

**Functional Service Area: Dry Surface****(Gymnasiums, Indoor Fields, Children's Indoor Play Areas, Program Rooms, Arena Surfaces/Off Season, Community Halls)**

Years 1-5 Phase 1 (2009-2013) Immediate

Where	Implementation Strategy	Outcome	Measurement of Success
Millennium Place Edutainment Centre and Programs	• Revitalization of existing space	<b>Spontaneous Use/Individuals</b> <ul style="list-style-type: none"> <li>• Introduction of new play equipment &amp; space to enhance environment for current &amp; other age groups</li> </ul> <b>Learn to Programs</b> <ul style="list-style-type: none"> <li>• Enhanced scope &amp; size</li> </ul> <b>Community Groups</b> <ul style="list-style-type: none"> <li>• Opportunity for group usage of components</li> </ul>	<ul style="list-style-type: none"> <li>• Current users and older children age groups utilize Edutainment Centre realizing benefits of play, agility, strength, flexibility, health/wellness</li> <li>• Edutainment Centre 93,761 current to capacity 140,000</li> <li>• Childcare capacity 15,000 current to new capacity 22,500</li> </ul>
Broadmoor Arena/Off Season	• Infrastructure reinvestment	• Opportunities for off season usage patterns & community needs for spontaneous programs and rentals	• Availability of 320 hours dry surface space
Portable Floor Surfaces	• Revitalization of existing space	• Portable floor surfaces allow ongoing multi-use functions across facilities	• Availability of efficient & effective conversion to dry surface space within ice venues
Ardrossan Recreation Complex	• Infrastructure reinvestment & revitalization	• Existing arena building can be maintained for evolving usage patterns & community needs	• Availability of rural dry surface space for spontaneous/individual learn to programs & community groups
Millennium Place Indoor Fields	• Infrastructure reinvestment	• Opportunities for evolving community needs for individual spontaneous & learn to programs	• Availability of dry surface space for individual, group & learn to programs
Community Halls/Centres	• Feasibility Analysis Preventative maintenance program	• Building maintained for evolving usage patterns and community needs	• Increased life span of buildings and consistent ongoing preventative maintenance program

Years 6-15 Phases 2 and 3 (2014-2023) Emerging

Where	Implementation Strategy
Strathcona Olympiette Centre	• Infrastructure reinvestment & revitalization
Moyer Recreation Centre	• Infrastructure reinvestment & revitalization
Health & Education Partnerships	• Partnership opportunities
New Major Recreation Facility	• New project/investment
Community Halls/Centres	• Infrastructure reinvestment
Glen Allan Recreation Complex	• Infrastructure reinvestment & revitalization





## Functional Service Area: Culture

Years 1-5 Phase 1 (2009-2013) Immediate

Where	Implementation Strategy	Outcome	Measurement of Success
Existing Cultural Venues	<ul style="list-style-type: none"> <li>Efficiencies &amp; opportunities in current usage patterns and flexibility within existing spaces and other community/educational settings (Salisbury, Archbishop Jordan, Ardrossan High School)</li> </ul>	<ul style="list-style-type: none"> <li>Maximized usage of current space</li> </ul>	<ul style="list-style-type: none"> <li>Additional participants accommodated meeting expressed community demand for space</li> </ul>
Indoor & outdoor locations	<ul style="list-style-type: none"> <li>Infrastructure reinvestment &amp; revitalization</li> </ul>	<ul style="list-style-type: none"> <li>Visual arts displayed in facilities and open spaces</li> <li>Performing arts opportunities in indoor &amp; outdoor venues</li> </ul>	<ul style="list-style-type: none"> <li>Increased use of parks &amp; facilities</li> <li>Increased interest in the arts</li> <li>Increased exposure local artists</li> </ul>
Festival Place	<ul style="list-style-type: none"> <li>Infrastructure reinvestment &amp; revitalization (2006 Expansion Study)</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for individual, learn to programs &amp; group rentals</li> </ul>	<ul style="list-style-type: none"> <li>Availability of multiuse cultural, activity &amp; functional space to meet community needs</li> <li>Increase in audience capacity</li> <li>Improved operations functionality</li> </ul>
*Community Centre	<ul style="list-style-type: none"> <li>New Project/Investment</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for individual, learn to programs &amp; group rentals</li> </ul>	<ul style="list-style-type: none"> <li>Availability of multiuse cultural, activity &amp; functional space to meet community needs</li> <li>Availability of community art gallery</li> <li>Increased participation in visual arts, school groups &amp; public programs</li> <li>Increased visual arts audience</li> <li>Increase in shows &amp; exhibitions</li> <li>Increase in educational opportunities</li> </ul>
*Bremner House	<ul style="list-style-type: none"> <li>Infrastructure reinvestment &amp; revitalization</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for historical interpretation &amp; celebration at rural multi-use community facility</li> </ul>	<ul style="list-style-type: none"> <li>Special events</li> <li>Casual use</li> </ul>

Years 6-15 Phases 2 and 3 (2014-2023) Emerging

Where	Implementation Strategy
Smeltzer House Site	<ul style="list-style-type: none"> <li>Site Determination/Infrastructure Reinvestment &amp; Revitalization</li> </ul>
Museum	<ul style="list-style-type: none"> <li>Infrastructure Reinvestment &amp; Revitalization</li> </ul>
New Major Recreation Facility	<ul style="list-style-type: none"> <li>New Project/Investment</li> </ul>
Regional Centres of Play	<ul style="list-style-type: none"> <li>Partnership Opportunities</li> </ul>
Health & Education Partnerships	<ul style="list-style-type: none"> <li>Partnership Opportunities</li> </ul>
Ottewell House	<ul style="list-style-type: none"> <li>Infrastructure Reinvestment &amp; Revitalization</li> </ul>

\*Bremner House improvements and Community Centre already part of capital budget process and are identified as separate capital items.



## Functional Service Area: Special Purpose (Operational Space Within Venues, Specialized Activities)

Years 1-5 Phase 1 (2009-2013) Immediate

Where	Implementation Strategy	Outcome	Measurement of Success
Millennium Place	• Infrastructure reinvestment & revitalization	• Existing temporary trailer storage units conversion to permanent/dedicated location and fit up/match to building	• Secure storage location for sport & event equipment
Parks Compound	• Infrastructure reinvestment	• Existing temporary trailer storage units conversion to permanent location	• Secure storage location for outdoor parks equipment
Strathcona Athletic Park	• Infrastructure reinvestment	• Increase equipment/shop area & enclosure space • Permanent & wash bay	• Expansion of indoor working shop area for existing equipment
Moyer Recreation Centre	• Infrastructure reinvestment	• Arena functional space retrofit • ice resurfacers room, hall storage and lobby space	
Strathcona Olympiette Centre	• Infrastructure reinvestment	• Zamboni room retrofit	• Accommodate new zamboni
Sherwood Park Arena	• Infrastructure reinvestment	• Ice plant modernization	
Broadmoor Arena Clubhouse	• Infrastructure reinvestment	• Updated & enlarged for golf clubhouse use and community wide use/year round - golf course funded	
Equestrian/Equine Centre	• Feasibility Analysis	• Identification of capital & operating costs, including County's role and responsibility (if any)	
Green Hectares	• Business Plan Development	• Identification of capital & operating costs, including County's role and responsibility (if any)	

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Years 6-15 Phases 2 and 3 (2014-2023) Emerging

Where	Implementation Strategy
Equestrian/Equine Centre	• Infrastructure reinvestment & revitalization
RPC Building - Salto Gymnastics	• Infrastructure reinvestment & revitalization
Facilities Operational / Storage	• Infrastructure reinvestment & revitalization
Strathcona Wilderness Centre Buildings	• Infrastructure reinvestment & revitalization



## Functional Service Area: New Outdoor Community Gathering Places Acquisition and Development: All Phases (includes Parks, Trails, Natural Areas)

Where	Implementation Strategy	Outcome	Measurement of Success
<p>Park acquisition and development in new residential or commercial areas for outdoor or indoor facilities. (Community or Neighbourhood Parks)</p>	<ul style="list-style-type: none"> <li>Build new capacity as new areas are developed through the land development process. Open Space and facility typologies guide future land acquisition activities. Developers fund open space development to OSDS standards and consistent with OSRFS. Land acquisition includes land for new recreation facilities.</li> </ul>	<p><b>Spontaneous Use/Individuals</b></p> <ul style="list-style-type: none"> <li>Parks made available close to home</li> <li>Community gathering places for residents of all ages</li> </ul> <p><b>Learn to Programs</b></p> <ul style="list-style-type: none"> <li>Venues for community programs provided (i.e. soccer, ball, skating, etc)</li> </ul> <p><b>Community Groups</b></p> <ul style="list-style-type: none"> <li>Massing of sportsfields provided at regional parks</li> <li>Local parks provide limited opportunity for sportsfields</li> </ul> <p><b>Schools</b></p> <ul style="list-style-type: none"> <li>Land provided for schools as per the Municipal Government Act</li> </ul>	<ul style="list-style-type: none"> <li>Residents may become more active, socially connected in their community.</li> <li>Residents express satisfaction in County satisfaction surveys</li> <li>Residents sign up for various programs, become more active, use public and private facilities more often</li> <li>Residents will enroll in soccer, baseball, football, etc. programs</li> <li>School Boards have an opportunity to build schools in new areas. Schools become community gathering places</li> </ul>
<p>Note: Approximately 20-25 ha of new sports fields developed in the 2009-2013 time period.</p>			
<p>Natural Areas (treed areas, wetlands) acquisitions and conservations in new residential areas.</p>	<ul style="list-style-type: none"> <li>Acquire natural heritages through the development process as MR, ER or public utility lot. Acquisition and development of trails, signage, etc is the responsibility of the development industry.</li> <li>Work with the Province and other stakeholders to explore the potential to expand the use of ER to protect natural areas</li> <li>Develop a wetlands conservation policy mirroring provincial legislation</li> </ul>	<p><b>Spontaneous Use/Individuals</b></p> <ul style="list-style-type: none"> <li>Opportunity for nature appreciation and education provided</li> <li>Wildlife habitat provided for large and small animals</li> </ul> <p><b>Learn to Programs</b></p> <ul style="list-style-type: none"> <li>Opportunities for nature appreciation and education provided for County or community of interest run programs</li> </ul> <p><b>Community Groups</b></p> <ul style="list-style-type: none"> <li>Opportunity for nature appreciation and education provided for communities of interest</li> </ul> <p><b>Schools</b></p> <ul style="list-style-type: none"> <li>Opportunity for nature appreciation and education provided</li> </ul>	<ul style="list-style-type: none"> <li>Residents become more in touch and knowledgeable of nature</li> <li>Reduced fear of nature (i.e. nature deficit disorder)</li> <li>Residents get more active walking to and through natural areas</li> <li>Wildlife can survive in urban areas</li> <li>Residents sign up for programs</li> <li>Residents sign up for programs</li> <li>School curriculum can be addressed close to school</li> </ul>
<p>Greenways, trails acquisitions and development in new residential areas.</p>	<ul style="list-style-type: none"> <li>New greenway acquisitions occur through the development process in new residential areas as roadway rights of way, public utility lots or MR. These are funded by developers to OSDS standards consistent with OSRFS.</li> </ul>	<p><b>Spontaneous Use/Individuals</b></p> <ul style="list-style-type: none"> <li>Trails made available close to home</li> <li>Trails possible with natural area corridor are conserved.</li> </ul> <p><b>Learn to Programs</b></p> <ul style="list-style-type: none"> <li>Opportunities provided for learn to walk, run, etc.</li> </ul> <p><b>Community Groups</b></p> <ul style="list-style-type: none"> <li>Opportunities provided for communities of interest (e.g. the running community, cycling community).</li> </ul> <p><b>Schools</b></p> <ul style="list-style-type: none"> <li>Trail linkages enable children to bicycle or walk to school.</li> </ul>	<ul style="list-style-type: none"> <li>Residents can become more active year round</li> <li>Active transportation may result in reduce auto demand</li> <li>Residents sign up for programs</li> <li>Residents may sign up for programs</li> <li>Access to schools easier, safer than relying on vehicles</li> </ul>
<p>Natural area acquisitions in advance of the development process.</p>	<ul style="list-style-type: none"> <li>Natural heritage acquisition of sensitive or unique natural landscapes in rural areas by purchase through the Legacy Lands Program. Legacy Lands funds or a portion thereof could be directed to the Edmonton Area Land Trust if a regional partnership is supported.</li> </ul>	<p><b>Spontaneous Use/Individuals</b></p> <ul style="list-style-type: none"> <li>Drive to locations provided for rural area sites</li> <li>Wildlife habitat provided for large &amp; small animals</li> </ul> <p><b>Learn to Programs</b></p> <ul style="list-style-type: none"> <li>Opportunities for nature appreciation and education provided</li> </ul> <p><b>Community Groups</b></p> <ul style="list-style-type: none"> <li>Opportunity for nature appreciation &amp; education provided for communities of interest</li> </ul> <p><b>Schools</b></p> <ul style="list-style-type: none"> <li>Opportunity for nature appreciation &amp; education provided for field trips</li> </ul>	<ul style="list-style-type: none"> <li>Wildlife populations can exist in urbanized and rural areas</li> <li>Residents can become knowledgeable about unique landscapes</li> <li>Residents may sign up for programs</li> <li>Residents may sign up for programs</li> <li>School curriculum can be addressed close to school</li> </ul>
<p>Note: A new field sport venue will be explored in the sports field strategy in 2009 on existing County owned lands or with regional partners.</p>			

## Functional Service Area: Outdoor Community Gathering Places Revitalization Program (Includes Parks & Natural Areas)

Years 1-5 Phase 1 (2009-2013) Immediate

Where	Implementation Strategy	Outcome	Measurement of Success
Parks and natural areas located across the County. Parks areas include sportsfields, playgrounds, unstructured grassy areas, plaza areas etc.	<ul style="list-style-type: none"> <li>Infrastructure reinvestment and revitalization</li> <li>Undertake natural area management plans</li> <li>Undertake revitalization assessment in 2009 to identify potential improvements</li> <li>Retrofits may include construction of park furniture, plazas, gazebos, water spray features, landscaping, viewing decks, interpretative signage, community gardens, butterfly gardens, field sport improvements, dog off leash</li> </ul>	<p><b>Spontaneous Use/Individuals</b></p> <ul style="list-style-type: none"> <li>Park amenities more closely matching the needs of local residents</li> </ul> <p><b>Environment</b></p> <ul style="list-style-type: none"> <li>Natural site improvements make natural areas more accessible, public education enhanced, wildlife habitat better protected</li> </ul> <p><b>Learn to Programs</b></p> <ul style="list-style-type: none"> <li>Opportunities provided for learn to programs.</li> </ul> <p><b>Community Groups</b></p> <ul style="list-style-type: none"> <li>Opportunities provided for communities of interest to develop local programs (bird watching, fitness, etc)</li> </ul> <p><b>Schools</b></p> <ul style="list-style-type: none"> <li>School curriculum's may be better accommodated close to the school.</li> </ul>	<ul style="list-style-type: none"> <li>Residents can become more active year round</li> <li>Residents of all ages use their parks more, become more connected to their local community.</li> <li>Residents use natural areas responsibly and use them more often</li> <li>Wildlife diversity is maintained</li> <li>Greater amount of carbon sequestration, removal of pollutants, etc due to tree planting.</li> <li>Residents sign up for programs, and become more active and healthy</li> <li>Residents may sign up for programs, and become more active and healthy</li> <li>Reduced need for field trips</li> </ul>

Note: Field sport analysis and strategy in 2009 will explore the potential to acquire or create a field sport venue on existing County owned lands or with a regional partner(s). The timing of this initiative is unknown at this time.

Years 6-15 Phases 2 and 3 (2014-2023) Emerging

Where	Implementation Strategy
Artificial Turf Field	<ul style="list-style-type: none"> <li>New project investment</li> </ul>
Ongoing revitalization at various parks and natural areas	<ul style="list-style-type: none"> <li>Infrastructure reinvestment &amp; revitalization</li> </ul>



## Functional Service Area: Walkable Community Revitalization Program All Phases (Trails)

Where	Implementation Strategy	Outcome	Measurement of Success
Trail development in urban and rural areas on existing public rights of ways that were initially developed without trails	<ul style="list-style-type: none"> <li>• Infrastructure reinvestment and revitalization</li> <li>• The existing multi-use trail strategy will be updated in 2009 (Walkable Community Revitalization Program Assessment)</li> </ul>	<p><b>Spontaneous Use/Individuals</b></p> <ul style="list-style-type: none"> <li>• Trails made available close to home</li> </ul> <p><b>Learn to Programs</b></p> <ul style="list-style-type: none"> <li>• Opportunities provided for learn to walk, run, etc</li> </ul> <p><b>Community Groups</b></p> <ul style="list-style-type: none"> <li>• Opportunities provided for communities of interest (e.g. the running community, cycling community).</li> </ul> <p><b>Schools</b></p> <ul style="list-style-type: none"> <li>• Trail linkages enable children to bicycle or walk to school.</li> </ul>	<ul style="list-style-type: none"> <li>• Residents can become more active year round</li> <li>• Active transportation may result in reduce auto demand</li> <li>• Residents sign up for programs, and become more active and healthy</li> <li>• Residents may sign up for programs, and become more active and healthy.</li> <li>• Access to schools easier, safer than relying on vehicles</li> </ul>
River Valley Trail and amenity development	<ul style="list-style-type: none"> <li>• Infrastructure reinvestment and revitalization.</li> <li>• Improvements will include gravel trail development, interpretative signage, park furniture, etc.</li> <li>• This work was identified in the River Valley Alliance Action Plan that was approved by Council in June of 2006.</li> </ul>	<p><b>Spontaneous Use/Individuals</b></p> <ul style="list-style-type: none"> <li>• River valley trail access enhanced for casual use and nature enjoyment.</li> </ul> <p><b>Learn to Programs</b></p> <ul style="list-style-type: none"> <li>• Opportunities provided for learn to walk, run, etc</li> </ul> <p><b>Community Groups</b></p> <ul style="list-style-type: none"> <li>• Opportunities provided for communities of interest (e.g. the running community, cycling community, bird watching, etc).</li> </ul> <p><b>Environment</b></p> <ul style="list-style-type: none"> <li>• Access to river valley and natural heritages.</li> </ul>	<ul style="list-style-type: none"> <li>• Residents will have access to the river valley walking and cycling that some day will connect them to the entire river valley park system that extends from Devon through Edmonton and Strathcona County to Fort Saskatchewan.</li> <li>• Residents become more active and in touch with nature.</li> </ul>





## Functional Service Area: Streetscape Revitalization Program

### All Phases

Where	Implementation Strategy	Outcome	Measurement of Success
Provide landscaping (median and boulevard planting) adjacent to arterial roadways in the urban service area and rural hamlets	<ul style="list-style-type: none"> <li>• Infrastructure reinvestment and revitalization.</li> <li>• Provide 1,000-1,200 square metres of tree and shrub planting annually in urban and hamlet areas.</li> <li>• Council has approved the Greening of Sherwood Park Strategy. Opportunities in the hamlets will also be explored.</li> </ul>	<p><b>Spontaneous Use/Individuals</b></p> <ul style="list-style-type: none"> <li>• Roadway boulevards are more attractive and provide an enhanced appearance for the community</li> </ul> <p><b>Environment</b></p> <ul style="list-style-type: none"> <li>• The tree and shrub planting will allow for enhanced carbon sequestration, removal of pollutants, reduced heat islands, etc.</li> </ul> <p><b>Learn to Programs</b></p> <ul style="list-style-type: none"> <li>• Not applicable</li> </ul> <p><b>Community Groups</b></p> <ul style="list-style-type: none"> <li>• Not applicable</li> </ul> <p><b>Schools</b></p> <ul style="list-style-type: none"> <li>• Not applicable</li> </ul>	<ul style="list-style-type: none"> <li>• Residents and visitors enjoy an enhanced perception of the community as they enter or leave.</li> <li>• Visitors may be attracted to move to the County.</li> <li>• A healthier air quality will occur.</li> </ul>
Provide entrance signs at 57 different locations across the county.	<p>Infrastructure reinvestment and revitalization.</p> <p>Council has approved an annual entrance sign program with an approved sign design. The sign sizes vary depending on the location and purpose. Two to four signs will be constructed annually.</p>	<p><b>Spontaneous Use/Individuals</b></p> <ul style="list-style-type: none"> <li>• Roadway boulevards are more attractive and provide an enhanced appearance of the community.</li> <li>• The signs signal that motorists have arrived at a location.</li> </ul> <p><b>Environment</b></p> <ul style="list-style-type: none"> <li>• Not applicable</li> </ul> <p><b>Learn to Programs</b></p> <ul style="list-style-type: none"> <li>• Not applicable</li> </ul> <p><b>Community Groups</b></p> <ul style="list-style-type: none"> <li>• Not applicable</li> </ul> <p><b>Schools</b></p> <ul style="list-style-type: none"> <li>• Not applicable</li> </ul>	<ul style="list-style-type: none"> <li>• Residents and visitors may have a more positive view of the community.</li> </ul>





## Appendix I: Initial Community Review of the Draft Strategy (July 2007)

A draft strategy completed in July 2007 considered all of the need assessment data and the existing policy direction contained in the Municipal Development Plan (MDP) and County Strategic Plan. A draft plan was circulated to internal staff, for review by the community, and input from regional partners. There were two public open houses and six focus groups held with groups of common interest. The report was on the County web page and a feedback form was included. Feedback was taken by telephone, face to face meetings, and emails or by survey tool. Groups and individuals contacted as part of the initial need assessment process were contacted by email or telephone. Approximately 40 groups and 80 individuals responded to the draft report. The following issues were raised in the draft report review and input process.

- There was general support for the strategic goals, with some suggested elaborative wording changes.
- There was general support for the initiatives, however in some cases groups desired advancement of their particular interest in the strategy.
- The strategy included support for an equine facility in the second five years of the strategy, subject to more detailed feasibility assessment. Respondents suggested that the timing be advanced to the first five years of the strategy. The final strategy recommends timing to be determined in the feasibility assessment in 2008.
- The strategy included an artificial turf field in 2011. Respondents requested that the timing be advanced and a second field be considered. The project is now shown in 2009 and 2010. Investigation for a second field will be considered in Phase 2/3.
- The snowmobile community requested the creation of a snowmobile/ATV corridor. Lamont County suggested a regional approach to a corridor development could be explored. Some respondents were opposed to a corridor concept. The recommended strategy identifies the need for a comprehensive review of legal liabilities and consultation with snowmobile groups and residents to determine if a corridor is feasible. A study is proposed in 2009.
- The minor ice sports community has requested additional indoor and outdoor ice in the first five years of the strategy. Ice demands are to be met through growth and expansion of leisure ice surfaces to accommodate movement of learn-to-skate programs and public skating off the large ice.
- The inclusion of culture in the strategy was either not clear. This concern was addressed in the final draft.

- A willingness to accept tax increases for worthwhile development. The majority were willing to accept tax increases for leisure development.
- Funding availability was flagged as a significant concern. The draft strategy included inclusion of the projects in the 5 and 30 year capital plans. Recent budget estimates corporate wide suggest a different approach to funding is required.
- The inclusion of the new Elk Island Catholic Schools High School site in Emerald Hills reflects a new partnership opportunity across functional service areas. Announcement of funding approval for the school came after the July 2007 draft.
- The inclusion of River Valley Trail extensions have been added since the strategy was produced. The Province has announced \$50 million of support for the River Valley Action Plan. It is anticipated that a portion of these funds will be made available to Strathcona County.
- An aquatic feasibility study will occur in 2009 that will assess options (current and new) to address overcrowding in learn-to-swim programs and other water based needs.

There were other changes made to either enhance clarity or enhance implementation. Suggested timing for projects was updated to reflect timeline of the strategy process, service level functional area overcrowding and pressure points, aging building/infrastructure and the most efficient allocation of resources.

Two final open houses were held in June 2008. There was general support for the plan, however some community groups felt that projects needed to be advanced sooner or increased in scope (i.e. football and baseball) and some emerging items were introduced. Further clarity was added around the intentions of Strathcona County in the final report relative to this.



## Appendix 2: Open Space and Facility Typologies

Typologies are tools planners use to organize public open spaces and facilities on an urban landscape. This document contains both an open space typology and a facility typology. Typologies apply to new residential, commercial and industrial areas being proposed by development in order to identify the size, location and programming for public spaces.

Strathcona County is in a unique situation in that much of the areas to be developed already have parks, open spaces and natural areas either already in place or already identified. These typologies would not apply directly to these scenarios given they were not available when the planning document (Area Structure Plans, Area Concept Plans, etc.) were approved. However, program elements (i.e. types of activities or park elements) could be used where a fit may exist.

These new typologies will replace the existing open space typology in the Open Space Design Standards when the new urban reserve areas are planned. However, given the unique nature of those new areas, these typologies are proposed to remain in draft form until the broader planning process occurs for the new urban reserve to ensure that they fit the new form of urban development. Consequently, these typologies are provided for information only for future use in new plan areas.





## Open Space Typologies

### Urban Areas

#### Proposed Parkland Classification for the Urban Service Area

Class & Size	Description	Amenities may Include	Service Level	Location Criteria
Neighbourhood Parks (1.0 – 2.0 Ha.)	<ul style="list-style-type: none"> <li>Neighbourhood focus, more passive focused</li> <li>Geared towards people aged toddler and up</li> <li>Provides opportunities for unstructured play</li> <li>Replaces parkettes in new developments</li> <li>Where feasible, linked to trail system</li> <li>May include dog play</li> </ul>	<ul style="list-style-type: none"> <li>Passive elements with some unstructured active play</li> <li>Open areas for informal play</li> <li>Community gardens</li> <li>Playgrounds</li> <li>Trails</li> <li>Benches and trash receptacles</li> <li>Picnic facilities /gazeboes/shelters</li> <li>Lighting</li> <li>Sports / formal play areas associated with an adjacent school</li> <li>Parking lots (if located with a school)</li> <li>Small scale waterplay, skate opportunities</li> <li>Public art</li> </ul>	<ul style="list-style-type: none"> <li>Serves 1 neighbourhood</li> <li>1.5 Ha./1000 people</li> <li>Service radius of 0.5 -0.75km</li> </ul>	<ul style="list-style-type: none"> <li>Centrally located within neighbourhood</li> <li>Flat, well drained site or additional land required to accommodate programming</li> <li>Locate adjacent to community hall or school site if possible</li> </ul>
Community Parks (min. 4.0 Ha.)	<ul style="list-style-type: none"> <li>Provide focus for active recreation (playfields for organized sports)</li> <li>Where feasible, linked to trail system</li> <li>May include dog play</li> </ul>	<ul style="list-style-type: none"> <li>Open areas for informal play</li> <li>Community gardens</li> <li>Sports fields / courts / tracks</li> <li>Skating rinks / skateboard parks</li> <li>Spray parks</li> <li>Toboggan hills/structures</li> <li>Cross country ski / snowshoe trails</li> <li>Playgrounds</li> <li>Dog park (or portion thereof)</li> <li>Visual and Performing Arts</li> <li>Trails</li> <li>Benches and trash receptacles</li> <li>Picnic facilities/gazeboes/shelters</li> <li>Drinking water / washrooms</li> <li>Lighting</li> <li>On and off-street parking</li> </ul>	<ul style="list-style-type: none"> <li>2.0 Ha./1000 people</li> <li>Serves 3 or more neighbourhoods</li> </ul>	<ul style="list-style-type: none"> <li>Centrally located between 3 or more neighbourhoods</li> <li>Locate adjacent to school site when planned</li> </ul>
County-wide / Special Purpose Park (e.g. dog parks, water play parks, skate parks, sports field parks, etc)	<ul style="list-style-type: none"> <li>Themed development</li> <li>Age of users varies with amenities</li> <li>Multiple activities should be able to occur simultaneously</li> <li>May include one primary attraction with a variety of additional amenities</li> <li>Year round amenities</li> <li>Serves entire county by offering a specialized service</li> <li>Must link to the</li> </ul>	<ul style="list-style-type: none"> <li>Open areas for informal play</li> <li>Community gardens</li> <li>Multi purpose arenas</li> <li>Swimming pools/spray parks</li> <li>Multi field sport park/tracks</li> <li>Skating rinks/skateboard parks</li> <li>Cross country ski/snowshoe trails</li> <li>Toboggan hills/structures</li> <li>Playgrounds</li> <li>Off leash dog park</li> <li>Art</li> </ul>	<ul style="list-style-type: none"> <li>4.0 Ha./1000 people</li> <li>Serves all county residents</li> </ul>	<ul style="list-style-type: none"> <li>Located on a major roadway for accessibility</li> <li>Attempt to locate prior to an area's redevelopment with adjacency to light industrial, commercial and/or other public service amenities e.g. libraries</li> </ul>



Class & Size	Description	Amenities may Include	Service Level	Location Criteria
	County's trail system	<ul style="list-style-type: none"> <li>▸ Specialized recreation areas / facilities (e.g. BMX, equestrian, water sports)</li> <li>▸ Trails</li> <li>▸ Benches and trash receptacles</li> <li>▸ Picnic facilities /gazeboes/shelters</li> <li>▸ Special event venues</li> <li>▸ Drinking water / washrooms</li> <li>▸ Lighting</li> <li>▸ On and off-street parking</li> </ul>		
Greenways (width as determined by function)	<ul style="list-style-type: none"> <li>▸ Provides open space connections to and from parks, schools and subdivisions; and may also include wildlife corridors.</li> </ul>	<ul style="list-style-type: none"> <li>▸ Trails (non motorized)</li> <li>▸ Benches and trash receptacles</li> <li>▸ Picnic facilities</li> <li>▸ Drinking water / washrooms</li> <li>▸ Lighting</li> <li>▸ Rest stops</li> <li>▸ Bike racks</li> <li>▸ Signage</li> <li>▸ Maps</li> <li>▸ Dog waste bag dispenser</li> </ul>	As needed	<p>As recognized in the 1998 Trails Master Plan, the location of trails should consider:</p> <ul style="list-style-type: none"> <li>▸ Interconnections</li> <li>▸ Connections between traffic generators</li> <li>▸ Trail developed in conjunction with transportation system</li> <li>▸ Demographic trends</li> <li>▸ Environmental factors</li> <li>▸ Land use policies</li> <li>▸ Landownership</li> <li>▸ Citizen involvement</li> <li>▸ Multiple uses</li> <li>▸ Traffic</li> <li>▸ Security</li> </ul>
Natural Areas	<ul style="list-style-type: none"> <li>▸ Wetlands, water courses, natural grassed areas or significant tree stands.</li> <li>▸ Provides system diversity worthy of conserving / protecting</li> <li>▸ May include wildlife corridors/ connectors</li> <li>▸ May be comprised of ER</li> </ul>	<ul style="list-style-type: none"> <li>▸ Trails</li> <li>▸ Benches and trash receptacles</li> <li>▸ Picnic facilities</li> <li>▸ Interpretive signage</li> <li>▸ Viewing decks/platforms</li> </ul>	As appropriate	May encompass environmentally sensitive features, unique ecological features, or habitat with a high ecological value/
<p>Note: Scale and scope of playgrounds, water play parks and skateboard parks will be provided in Strathcona's County's latest version of the Open Space Development Standards. Parking requirements are determined by the Land Use Bylaw.</p>				

## Country Residential Areas

### Proposed Parkland Classification for Country Residential Developments

Class & Size	Description	Amenities may Include	Service Level	Location Criteria
Greenways (width as determined by function)	Where appropriate, provides open space connections from subdivision to schools, other, subdivisions, rural commons, and/or the urban service areas open space system. May also include wildlife corridors.	<ul style="list-style-type: none"> <li>Trails (non-motorized)</li> <li>Benches and trash receptacles</li> <li>Picnic facilities</li> <li>Rest stops</li> <li>Bike racks</li> <li>Parking</li> <li>Signage</li> <li>Maps</li> <li>Dog waste bag dispenser</li> </ul>	As needed	As recognized in the 1998 Trails Master Plan, the location of trails should consider: <ul style="list-style-type: none"> <li>Interconnections</li> <li>Connections between traffic generators</li> <li>Trail developed in conjunction with transportation system</li> <li>Demographic trends</li> <li>Environmental factors</li> <li>Land use policies</li> <li>Landownership</li> <li>Citizen involvement</li> <li>Multiple uses</li> <li>Traffic</li> <li>Security</li> </ul>
Natural Areas	<ul style="list-style-type: none"> <li>Wetlands, water courses, natural grassed areas or significant tree stands.</li> <li>Provides system diversity worthy of conserving / protecting</li> <li>May include wildlife corridors/connectors</li> <li>May be comprised of ER</li> </ul>	<ul style="list-style-type: none"> <li>Trails</li> <li>Benches and trash receptacles</li> <li>Picnic facilities</li> <li>Interpretive signage</li> </ul>	As appropriate	May encompass environmentally sensitive features, unique ecological features, or habitat with a high ecological value/

Note: Parking requirements are determined by the Land Use Bylaw.



## Hamlets

### Proposed Parkland Classification for Hamlets

Class & Size	Description	Amenities may Include	Service Level	Location Criteria
Community Parks / "Commons" (size dependant on proposed use)	<ul style="list-style-type: none"> <li>Provide focus for community interaction</li> <li>Geared towards hamlet and rural residents</li> <li>Special event venue (farmers market, group picnics, etc.)</li> <li>Where feasible, linked to trail system</li> </ul>	Accommodates a diversity of uses and facilities, and may include a special events venue.	<ul style="list-style-type: none"> <li>2.0 Ha./1000 people</li> <li>Serves primarily hamlet residents, but also the rural service area in general (e.g. adjacent country residential developments)</li> </ul>	Locate adjacent to school site, community hall, or public building / site.
Hamlet / Special Purpose Park	<ul style="list-style-type: none"> <li>Age of users varies with amenities</li> <li>Multiple activities should be able to occur simultaneously</li> <li>May include one primary attraction with a variety of additional amenities</li> <li>Year round amenities</li> <li>Serves entire county by offering a specialized service</li> </ul>	Park should be developed based on a unified theme (e.g. equestrian, historic, sports, etc.)	<ul style="list-style-type: none"> <li>4.0 Ha./1000 people</li> <li>Serves all county residents</li> </ul>	<ul style="list-style-type: none"> <li>Locate on a major roadway for accessibility.</li> <li>Attempt to locate prior to new development to reduce conflict with adjacent residents.</li> </ul>
Greenways (width as determined by function)	Provides open space connections to and from parks, schools and subdivisions; and may also include wildlife corridors.	<ul style="list-style-type: none"> <li>Trails (non motorized)</li> <li>Benches and trash receptacles</li> <li>Picnic facilities</li> <li>Rest stops</li> <li>Bike racks</li> <li>Parking</li> <li>Signage</li> <li>Maps</li> <li>Dog waste bag dispenser</li> </ul>	As needed	<p>As recognized in the 1998 Trails Master Plan, the location of trails should consider:</p> <ul style="list-style-type: none"> <li>Interconnections</li> <li>Connections between traffic generators</li> <li>Trail developed in conjunction with transportation system</li> <li>Demographic trends</li> <li>Environmental factors</li> <li>Land use policies</li> <li>Landownership</li> <li>Citizen involvement</li> <li>Multiple uses</li> <li>Traffic</li> <li>Security</li> </ul>
Natural Areas	<ul style="list-style-type: none"> <li>Wetlands, water courses, natural grassed areas or significant tree stands.</li> <li>Provides system diversity worthy of conserving / protecting</li> <li>May include wildlife corridors/ connectors</li> <li>May be comprised of ER</li> </ul>	<ul style="list-style-type: none"> <li>Trails</li> <li>Benches and trash receptacles</li> <li>Picnic facilities</li> <li>Interpretive signage</li> </ul>	As appropriate	May encompass environmentally sensitive features, unique ecological features, or habitat with a high ecological value/

Note: Parking requirements are determined by the Land Use Bylaw.

**Rural Areas****Proposed Parkland Classification for the Rural Areas**

<b>Class &amp; Size</b>	<b>Description</b>	<b>Amenities may Include</b>	<b>Service Level</b>	<b>Location Criteria</b>
County-wide / Special Purpose Park	<ul style="list-style-type: none"> <li>Age of users varies with amenities</li> <li>Multiple activities should be able to occur simultaneously</li> <li>May include one primary attraction with a variety of additional amenities</li> <li>Year round amenities</li> <li>Serves entire county by offering a specialized service</li> </ul>	Park should be developed based on a unified theme (e.g. equestrian, historic, sports, etc.)	<ul style="list-style-type: none"> <li>4.0 Ha./1000 people</li> <li>Serves all county residents</li> </ul>	<ul style="list-style-type: none"> <li>Locate on a major roadway for accessibility.</li> </ul>
Greenways (width as determined by function)	<ul style="list-style-type: none"> <li>Provides open space connections to and from parks, schools and subdivisions; and may also include wildlife corridors.</li> </ul>	<ul style="list-style-type: none"> <li>Trails</li> <li>Benches and trash receptacles</li> <li>Picnic facilities</li> <li>Drinking water / washrooms</li> <li>Lighting</li> <li>Rest stops</li> <li>Bike racks</li> <li>Parking</li> <li>Signage</li> <li>Maps</li> <li>Dog waste bag dispenser</li> </ul>	As needed	<p>As recognized in the 1998 Trails Master Plan, the location of trails should consider:</p> <ul style="list-style-type: none"> <li>Interconnections</li> <li>Connections between traffic generators</li> <li>Trail developed in conjunction with transportation system</li> <li>Demographic trends</li> <li>Environmental factors</li> <li>Land use policies</li> <li>Landownership</li> <li>Citizen involvement</li> <li>Multiple uses</li> <li>Traffic</li> <li>Security</li> </ul>
Natural Areas	<ul style="list-style-type: none"> <li>Wetlands, water courses, natural grassed areas or significant tree stands.</li> <li>Provides system diversity worthy of conserving / protecting</li> <li>May include wildlife corridors/connectors</li> <li>May be comprised of ER</li> </ul>	<ul style="list-style-type: none"> <li>Trails</li> <li>Benches and trash receptacles</li> <li>Picnic facilities</li> <li>Interpretive signage</li> </ul>	As appropriate	May encompass environmentally sensitive features, unique ecological features, or habitat with a high ecological value
Note: Parking requirements are determined by the Land Use Bylaw.				

## Facility Typologies

### Type 1: Major Multi-use Facilities

Description	Indoor Venues Examples	
<p>Facilities or facility clusters, that serve a County-wide market and are key leisure destinations for both indoor and outdoor activities, community services, institutional services and commerce.</p> <p>They are located within or adjacent to specialized zoning districts like "urban villages" supported by parking, public transit and common energy sources. They evolve and are funded as a result of creative investment, where capital funding for leisure development can be supported through lease revenue, sale of high density properties, condominium fees, involved recreation user groups and private operators.</p> <p>Major recreation centres could also be located in industrial areas where there is a abundance of accessible parking during non-business hours.</p>	<p>"Both programmed recreation and sports and spontaneous access opportunities"</p> <ul style="list-style-type: none"> <li>Wellness Centre's (including indoor walking / jogging tracks)</li> <li>Ice arenas / pads (regulation and leisure)</li> <li>Aquatics (program tanks and leisure)</li> <li>Culture (studios, exhibits, performing arts)</li> </ul>	<ul style="list-style-type: none"> <li>Social (banquet, dance)</li> <li>Meeting / multi-use programs</li> <li>Multi-use / court sports</li> <li>Indoor field activities</li> <li>Community resource centre (operations for groups and associations)</li> <li>Retail</li> <li>Food / beverage</li> <li>Leisure amusements</li> </ul>
	Outdoor Venues Examples	
	<ul style="list-style-type: none"> <li>Plazas / squares</li> <li>Fountains</li> <li>Passive gardens</li> <li>Water parks</li> <li>Skateboard areas</li> </ul>	<ul style="list-style-type: none"> <li>Village gardens</li> <li>Multi-use play space</li> <li>Pathways</li> <li>Outdoor Skating</li> </ul>
	Land / Space Requirement	
	<ul style="list-style-type: none"> <li>Minimum 16 hectares ideal for leisure infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>30 hectares ideal for entire community hub depending upon public / private partner mix</li> </ul>

### Type 2: Community Commons

(e.g. Ardrossan, Moyer, Strathcona Olympiette Centre, GARC)

Description	Indoor Venues Examples	
<p>These are facilities that serve community level market populations of 10,000 to 15,000 residents and most often associate with a community park and / or school ground. They incorporate both indoor and outdoor recreation amenities, but are not designed to incorporate broad level community services, commercial, and / or professional services. They are ideally zoned to occur on site, or in proximity to, junior or senior level schools / colleges.</p> <p>They can be located within urban, rural areas or hamlets within the County, but are best situated on collector roads with ease of access to the site and parking. Public transit is ideal in urban zones, connections to pathway systems and safe bicycle routes are most desired, [particularly within urban zones and hamlets.</p> <p>Leisure development is supported primarily with public investment and user group contributions with less reliance upon sponsorships and private sector donations.</p>	<ul style="list-style-type: none"> <li>Indoor ice arena</li> <li>Curling</li> <li>Banquet / social</li> <li>Meeting rooms</li> <li>Wellness facilities</li> <li>Arts and crafts</li> </ul>	<ul style="list-style-type: none"> <li>Active play space (e.g. gymnasium space)</li> <li>Concession services</li> <li>Social foyers incorporating culture and heritage displays</li> <li>Multi-use meeting / program rooms</li> </ul>
	Outdoor Venues Examples	
	<ul style="list-style-type: none"> <li>Recreational sports fields / event areas</li> <li>Skating</li> <li>Social plaza</li> <li>Water feature (e.g. spray deck)</li> </ul>	<ul style="list-style-type: none"> <li>Passive gardens</li> <li>Community gardens</li> <li>Pathways</li> <li>Parking</li> <li>Multi-use play space</li> <li>Skateboard area</li> </ul>
	Land / Space Requirement	
	<ul style="list-style-type: none"> <li>Minimum 8 to 10 hectares</li> </ul>	



**Type 3: Local Neighbourhood or Hamlet Facilities**  
(e.g. community halls, seniors facilities)

Description	Indoor Venues Examples
Facilities that serve market populations of 3,000 to 10,000 with more localized access to social venues and multi-use program space.	<ul style="list-style-type: none"> <li>Multi-use program and Stage</li> <li>Kitchen</li> <li>Chair storage</li> <li>Possible separate meeting / arts and crafts room</li> <li>Possible games room</li> <li>Office</li> </ul>
They may or may not incorporate outdoor parks areas, but are ideally located adjacent to neighbourhood park / school facilities.	Outdoor Venues Examples
These facilities are typically operated by local community associations, agricultural societies or seniors groups with programming and event assistance provided by the County. They function primarily of social programming but often accommodate programs of interest for local residents. They are designed to be rentable for wedding and group affairs, As such, they provide for either on site, or catered food preparation, parking and necessary hosting amenities.	<ul style="list-style-type: none"> <li>Ball diamond</li> <li>Banquet deck</li> <li>Barbeque</li> <li>Skating rink or outdoor arena</li> <li>Recreational play field</li> <li>Playgrounds</li> <li>Horseshoe pits</li> <li>Volleyball area</li> <li>Parking</li> </ul>
Leisure development is supported primarily with public investment and user group contributions both through fundraising and grants that they are eligible for.	Land / Space Requirement
	<ul style="list-style-type: none"> <li>0.5 to 1.5 hectares</li> </ul>

**Type 4: Special Purpose or Themed Leisure Facilities**  
(e.g. Wilderness Centre, Salto Gymnastics Centre, Bremner Property, Broadmoor Golf Course)

Description	Indoor Venues Examples
Special purpose, or themed facilities are those that serve County-wide populations with services and opportunities that are centered around a core theme or activity. While the types of programs and services provided could be part of Type 1 or Type 2 facilities, these facilities specialize in core services that require specified, more focused program services and most often rely upon proximity to surrounding environments. Wilderness facilities, golf courses, gymnastics facilities, arts and crafts, heritage museums, interpretive centres and performing arts theatres are examples. Sometimes they are more outdoor focused in design but require public service or program facilities for support.	<ul style="list-style-type: none"> <li>Museums</li> <li>Art galleries / studios</li> <li>Interpretive displays</li> <li>Multi-use program space</li> <li>Group meeting rooms</li> <li>Special equipment rentals</li> <li>Food / beverage services</li> <li>Banquet services</li> <li>Retail sales</li> </ul>
Leisure investment can be public, or a mix of public and private, depending upon the special type of venue and the services offered.	Outdoor Venues Examples
	<ul style="list-style-type: none"> <li>Outdoor heritage displays</li> <li>Event / program areas</li> <li>Social areas</li> <li>Specialized trails</li> <li>Interpretive kiosks / signage</li> <li>Golf courses</li> <li>Outdoor training circuits / demonstration areas</li> <li>Sports parks</li> </ul>
	Land / Space Requirement
	<ul style="list-style-type: none"> <li>Variable depending upon facility type, market concentration and proximity to associated outdoor program environments.</li> </ul>

