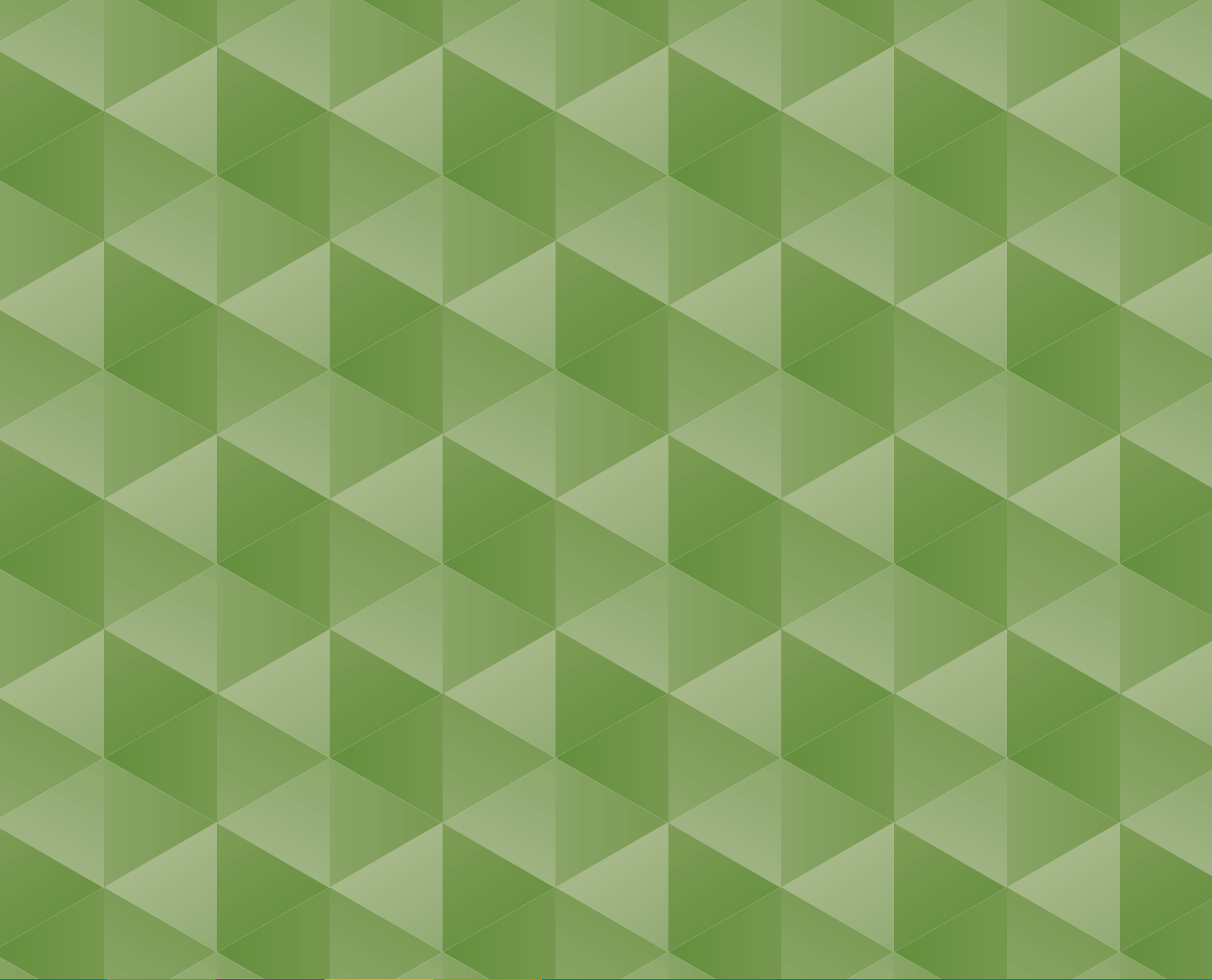


**STRATHCONA COUNTY
RECREATION AND
CULTURE STRATEGY**

COUNTY PLANS & POLICIES

**PREPARED BY: RC STRATEGIES+PERC
MARCH 2019**







SUMMARY

Vision



Strathcona County has a long-term vision to become **Canada's most liveable community**.

Many of the plans have broad **goals and objectives** that the Recreation and Culture Strategy can strive to accomplish:



Providing residents with programming that meets changing needs.



Creating opportunities to be healthy and active.



Ensuring accessibility and affordability of cultural, recreational, and social infrastructure.



Creating new strategic partnerships with businesses and community organizations.



Enhancing the accessibility, efficiency, and integration of County trails within a broader multi-modal transportation system.



Fostering community buy-in via innovative and accessible engagement strategies.



Collaborating with other municipalities and institutions to advance innovative solutions to changing needs, make efficient use of infrastructure, and advance economic diversification.

During the development of the Recreation and Culture Strategy, **infrastructure** priorities from various plans will have to be revisited and prioritized:



Aquatic facilities



Cultural facilities



Outdoor aquatics



Heritage facilities



Off-leash dog parks



Parks



Sports fields



Trails

Allocation policies are already in place for ice arenas, pools, and fields.

Key themes found throughout the planning review include:



The County's Municipal Development Plan states that **investment** in infrastructure, quality services, cultural and recreational programs and facilities is a priority.



Partnerships are a key theme in many County planning and policy documents.



Maintaining existing facilities and spaces is a priority identified in County plans.



Some direction for **programming** is provided. Focus areas for programs should include culture, history, heritage, and events.



Active transportation is highlighted as a priority across multiple planning documents.



The inclusion of **public art** is required during infrastructure development and enhancement.



One of the existing plans recognizes that **decommissioning aging facilities** might be required in the near future.

The County's existing plans and policies lay a solid **philosophic foundation** in which the Recreation and Culture Strategy can build upon. Key themes found throughout existing plans include:



Accessibility



Transparency



Inclusion



Fiscal Responsibility



Affordability



Public Engagement



Health and Wellbeing



Environmental Preservation



Safety



Heritage Preservation

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1 OVERVIEW

County plans and policies are reviewed to identify elements that pertain to the Recreation and Culture Strategy and that may direct the Strategy. Existing County plans and policies provide a context within which the Strategy will be nested. As such it is important that the Recreation and Culture Strategy align with and support these existing documents.

Strathcona County has long-term vision to become Canada's most livable community. The County must be strategic in its allocation of resources to realize this vision. Building a strong, inclusive, sustainable, and safe community requires a holistic approach to planning and development. All County departments play a critical role in achieving the County's vision, both working together and individually. This review of plans and policies will guide the development of the Recreation and Culture Strategy and ensure that the department is positioned to help achieve the County's overarching vision.

Document summaries are presented in a standard format to ensure consistency, clarity, and comparability. Each summary provides the following information: the document's title; temporal scope; length; year of publication; content summary; and discussion of content or linkages that may be relevant to the development of the Recreation and Culture Strategy. Following this description is a brief summary of major themes identified within the plans and policies.



Strathcona Wilderness Centre

DOCUMENTS REVIEWED

The County's Strategic Plan and Municipal Development Plan (MDP) are the two most important guiding documents for the development of the Recreation and Culture Strategy. Together, these two documents provide the strategic support and more detailed outcomes and objectives that the Strategy should aim to accomplish. Both documents speak to the future provision of recreation, culture, and open space amenities in the County and provide a strong foundation upon which the Strategy should be based. The following is a list of the documents reviewed and summarized herein.

COUNTY-WIDE

- Strathcona County Strategic Plan 2013-2030
- Strathcona County Municipal Development Plan
- Strathcona County Corporate Business Plan 2015-2018
- Strathcona County Strategic Direction Survey – Fall 2017
- Strathcona County Economic Sustainability Framework
- Strathcona County Environmental Sustainability Framework
- Strathcona County Social Framework
- Strathcona County Community Partnership Project Policy

RECREATION AND PARKS

- Strathcona County Recreation, Parks, and Culture's Department Business Plan
- Recreation Strategy 2020-2032 Update to Priorities Committee
- Strathcona County Open Space and Recreation Facility Strategy 2008
- Open Space and Recreation Facility Strategy Update
- Strathcona County Sportsfield Strategy
- Strathcona County Trails Strategy
- Ardrossan Community Recreation Master Plan
- Josephsburg Community Recreation Master Plan
- Strathcona County Dog Off-Leash Strategy
- Strathcona County Aquatic Strategy
- Strathcona County Outdoor Aquatics Strategy
- Strathcona County Parks Master Plans
- Field Allocation Policy
- Ice Allocation Policy
- Pool Allocation Policy

CULTURE AND HERITAGE

- Strathcona County Public Art Plan
- Cultural Services Policy
- History and Heritage Policy
- Community Heritage Legacy Framework Report
- Heritage Resources Management Plan
- Strathcona County Heritage Inventory
- Strathcona County Museum and Archives Review

2 COUNTY WIDE

This section contains summaries for the following documents.

- Strathcona County Strategic Plan 2013-2030
- Strathcona County Municipal Development Plan
- Strathcona County Corporate Business Plan 2015-2018
- Strathcona County Strategic Direction Survey – Fall 2017
- Strathcona County Economic Sustainability Framework
- Strathcona County Environmental Sustainability Framework
- Strathcona County Social Framework
- Strathcona County Community Partnership Project Policy



Youth Leaders in Training

STRATHCONA COUNTY STRATEGIC PLAN 2013-2030

URL:

https://www.strathcona.ca/files/files/encl_1_2013_-_2030_strategic_plan_refined.pdf

LENGTH:

16 pages

YEAR DEVELOPED/ADOPTED:

2013 (revised May 2018)

TEMPORAL PERIOD:

2013 - 2030

SUMMARY:

The primary intent of the 2013-2030 Strategic Plan is to provide Strathcona County with a long-term strategic planning framework to advance the County's vision of becoming Canada's most livable community. The Plan is the principal guiding document for governance, community development, infrastructure, and program development for the County. It outlines eight major strategic development goals that inform future strategy, plan, and policy development. These goals are wide-ranging and include social, economic, and environmental dimensions of community development. Integration, alignment, collaboration, and efficiency in meeting the changing needs of community members inform all 8 strategic development goals.

The Strategic Plan broadly recognizes the importance of providing opportunities for residents to be healthy and active; developing an integrated, multi-modal transportation network; ensuring accessibility of parks, trails, and cultural infrastructure; and creating new relationships with regional partners and community groups to ensure long-term inclusivity and sustainability of infrastructure and programs. Affordability of programs and services is recognized as paramount, as is having high levels of transparent, robust public engagement to identify needs and priorities.

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Philosophic foundations
- Goals and objectives

2013 - 2030

STRATEGIC PLAN

Becoming Canada's Most
Livable Community

May 2018

 STRATHCONA
COUNTY

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

The County's Strategic Plan should directly inform the development and content of the Recreation and Culture Strategy. The Strategy should explicitly state how goals and objectives advance broad County goals. Given that many of these goals have a clear link to health, well-being, quality of life, and sustainability, there is strong potential for the Recreation and Culture Strategy to advance Strategic Plan goals and objectives. There is a significant degree of synergy between the two strategies in terms of scope, objectives, and themes. The alignment between the County's Strategic Plan and the Recreation and Culture Strategy will enhance the positioning of recreation and culture services as they compete with other initiatives for resources and funding.

Several sub-goals established for the major development goals are particularly relevant to the Strategy, including providing residents with programming that meets changing needs; creating opportunities to be healthy and active; ensuring accessibility and affordability of cultural, recreational, and social infrastructures; creating new strategic partnerships with business and community organizations; enhancing the accessibility, efficiency, and integration of County trails within a broader multi-modal transportation system; fostering community buy-in via innovative and accessible engagement strategies; and, collaborating with other municipalities and institutions to advance innovative solutions to changing needs, make efficient use of infrastructure, and advance economic diversification.



Snowshoe Path at Strathcona Wilderness Centre

STRATHCONA COUNTY MUNICIPAL DEVELOPMENT PLAN

URL:

<https://www.strathcona.ca/files/files/2-mdp-sept6.pdf>

LENGTH:

182 pages

YEAR DEVELOPED/ADOPTED:

2017

TEMPORAL PERIOD:

2017 – 2037 (and beyond)

SUMMARY:

Strathcona County's Municipal Development Plan (MDP), Forwarding Our Future. Together. is the County's highest-level planning document. It sets out the guidelines for County growth and development for the next 20 years and beyond. It outlines a broad vision for the County and includes objectives and policies through which this vision is to be achieved. The County's MDP is informed by Alberta's Municipal Government Act and the North Saskatchewan Regional Growth Plan, with effective collaboration as a key priority. The MDP establishes goals, objectives, and policies in a variety of areas, including arts, culture, and heritage, economic development, and transportation. The MDP focuses efforts on both rural and urban areas within the County, establishing goals and objectives that are respectful of diverse needs and priorities.

Vision: *Strathcona County is an energetic and thriving community. We use our energy to power our new tomorrow. We are a specialized municipality, and work cooperatively with our urban and rural residents to govern as a single municipality. We are a welcoming place to live and attract all people to join us. We strive to be a model of ecological integrity, protecting our environment and preserving our agricultural heritage. Investment in infrastructure, quality services, cultural and recreational programs and facilities is a priority and sets us apart. (p.5, Introduction)*

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Philosophic foundations
- Goals and objectives
- Urban and rural service standards
- Arts, culture, and heritage recommendations
- Environmental preservation recommendations



Policies contained within the MDP are grouped by applicable area (e.g. general policies, urban service area policies), theme (e.g. arts, culture, and heritage), as well as prescriptiveness (e.g. compulsory/must policies, encouraged policies, and supported policies).

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

Strathcona County's MDP establishes several general policy sections applicable to the Recreation and Culture Strategy and should be viewed, along with the County's Strategic Plan, as the most important guiding documents for the Strategy. As the MDP is more prescriptive than strategic, clear examples of connections between it and opportunities for recreation, culture, and open space planning and development are identified below. These examples illustrate both the importance of recreation, culture, and open space to the future of the County, as well as outline key objectives that decision-makers may wish to prioritize when advocating for Council support and major themes that should be addressed within subsequent plans and strategies. Only some compulsory and encouraged policies are highlighted below. For a more detailed analysis of connections between the MDP and opportunities for the Recreation and Culture Strategy, please see "The Benefits of Recreation and Culture: Linkages and Opportunities to Advance Strathcona County's Long-Term Development Objectives" document that has been prepared.

GENERAL POLICY AREAS (APPLY BROADLY ACROSS THE COUNTY)

Arts, Culture & Heritage

- Develop a variety of spaces for events, festivals, arts, and culture programming that contribute to community wellness, creativity, and culture.
- Develop a Heritage Management Program.
- Integrate public art within urban areas and hamlets.
- Utilize wayfinding to improve walkability/interaction, using Smeltzer House as a cultural hub.
- Better utilize historical designation status, public arts, etc. to reflect County heritage and history.
- Develop new opportunities for small-scale heritage/culture tourism and partnerships.

Economic Development

- Promote the County's unique urban/rural character and foster tourism and recreation based economic development to promote diverse employment opportunities.

Transportation

- Develop an Active Transportation Strategy for the County.
- Design, develop, and maintain an integrated active transportation network with linkages to Edmonton, utilizing connections such as the Trans Canada Trail and River Valley Alliance Trail Network; improve connectivity of River Valley Alliance Trail Network through foot bridges.

URBAN SERVICE AREA (SHERWOOD PARK)

- Establish an interconnected active transportation infrastructure network.
- Identify areas for open space, public agriculture, pedestrian infrastructure, and community services within Sherwood Park's Urban Centre Area Redevelopment Plan.
- Require public indoor recreation facilities also provide outdoor recreation amenities.
- Public services should offer a range of services, be accessible, and affordable to those of all ages, abilities, and incomes.
- Develop a centrally located public open space within the Urban Service Area.
- Utilize AT infrastructure to improve connectivity between development and open spaces, services, and commercial areas.
- Require large redevelopment/infill projects to provide a central park or plaza space.
- Develop a Parks Master Plan for the urban service area.
- Provide a diverse range of parks and open spaces at a variety of scales.
- Locate public recreation and culture facilities throughout the Urban Service Area.
- Design active transportation infrastructure to optimize sun, daylight and offset wind.
- Provide safe, inviting active transportation and pedestrian infrastructure that is accessible in all seasons.
- Community services should provide amenities for all ages, be centrally located, connected to active transportation infrastructure, provide outdoor gathering spaces, and contain bike parking.

RURAL SERVICE AREAS (HAMLETS, ETC.)

- Promote the location of major public services for the Rural Service Area to locate within the Urban Service Area or within growth hamlets.
- Encourage the conservation of biodiversity and sustainable development practices by working in harmony with nature within the Beaver Hills Biosphere.
- Require that municipal reserves for recreational opportunities in growth hamlets provide and connect open spaces within neighborhoods prior to providing land for regional parks that serve larger population bases, as well as connect environmental reserves to open space.
- Provide a diversity of parks in terms of size, scale, and activities to serve the needs of residents.
- Require open spaces to be accessible by multiple transportation modes and by people of all ages, incomes, and abilities; provide passive and active recreation and cultural activities that serve a diverse population; are in highly visible areas with large street frontages; can be converted for use all-year round; and are consistent with Hamlet Design Guidelines.
- Ensure that Area Structure Plans also include Hamlet Design Guidelines that speak to the scale and character of the community, as well as discuss sustainability, buildings and public spaces, active transportation, arts, culture, and heritage, and complete community principles.
- Encourage public indoor recreation facilities, provide outdoor recreation amenities, provide amenities for all ages, incomes, and abilities, and be located proximate to a mixture of other uses, including other local community services, schools, and so forth.
- Encourage public agriculture integration into school site planning, as well as that schools be in central areas connected to active transportation infrastructure.
- Encourage joint use of municipal facilities with school boards.
- Promote the development of a safe, efficient, unobstructed, and accessible active transportation network within growth hamlets.
- Prepare a Park Master Plan for regional parks and school sites in small hamlets.
- Promote public agriculture and edible landscapes through landscaping standards.
- Encourage the provision of active transportation infrastructure to, or within, regional trail systems supported by the County's Active Transportation Strategy.

COUNTRY RESIDENTIAL POLICY AREA & BEAVER HILLS MORaine

- Require a County Residential Area Concept plan that speaks to conservation design principles, commercial and tourism, open space, community, recreation and school provision, and transition and buffering.
- Require municipal reserves as parks and active transportation infrastructure fulfill the policies of the County's active transportation strategy, provide/connect open space within neighbourhoods and between neighbourhoods, and connect environmental reserves to open spaces.
- Require Area Structure Plans for seasonal recreation resorts that speak to transitioning and buffering, mitigation measures, and open space, community, and recreation provision.
- Require large and medium scale developments to maintain wildlife corridor linkages in conformance with a biophysical assessment.
- Require environmental reserves as lands where the environmental features enhance the desired linkages within the County's active transportation strategy.
- Require lighting plans for large and medium scale developments to protect the Beaver Hills Dark Sky Preserve.
- Encourage small scale nature-based tourism in areas where development covers small land areas, with minimal onsite environmental impacts that are mitigated.
- Encourage the continued operation of the Strathcona Wilderness Centre as a regional park.
- Encourage outdoor festivals where they are temporary and have negligible environmental impacts.
- Encourage the development of new regional parks in the Beaver Hills Moraine.

STRATHCONA COUNTY CORPORATE BUSINESS PLAN 2015-2018

URL:

<https://www.strathcona.ca/files/files/at-cpia-corporatebusinessplanjune2016.pdf>

LENGTH:

14 pages

YEAR DEVELOPED/ADOPTED:

June 2016

TEMPORAL PERIOD:

2015 - 2018

SUMMARY:

Strathcona County Council has established a long-term vision for the community to 2030. To achieve this vision, the County develops four-year Corporate Business Plans to focus priorities, outlines specific goals, and measures of success in the short and medium term. The County's Corporate Strategic Plans are the 'bridge' between long-term and high-level goals outlined within the Strategic Plan and MDP and short- to medium-term operational goals and priorities.

The 2015 – 2018 Corporate Business Plan guides all department business plans and identifies goals over the four year temporal period that align with Council's top four prioritized strategic goals: 1) to sustainably manage, invest and plan for sustainable municipal infrastructure; 2) to increase and diversify the petrochemical industry; 3) to advance community interests by developing and maintaining strong relationships with neighbouring municipalities and civic organizations; and, 4) to increase public involvement and communicate issues affecting the County's future with the community. Other goals include improving organizational efficiency, attracting and retaining employers, and providing excellent public services. There are six major corporate Goals articulated within the 2015 – 2018 Plan. These goals and pertinent objectives/measures are listed on the following page.

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Community organization partnerships
- Municipal partnerships
- Service delivery
- Fiscal responsibility



Goal 1: Plan for long-term financial sustainability in support of service delivery and infrastructure asset management (p.8): establish a long-range financial plan for operating and capital costs; identify appropriate community service levels and costs; establish an asset management policy.

Goal 2: Strathcona County priorities, successes and challenges are known (p.9): provide open, transparent and meaningful stakeholder communication; use a variety of communication tools; inform stakeholders of both short- and long-term corporate goals; build support, knowledge and understanding of organizational direction; provide opportunities for public engagement and participation.

Goal 3: Economic opportunities are created through strategic partnerships (p.10): leverage existing and internal partnerships to expand economic capacity; strengthen relationships with other orders of government/municipalities; promote/support partnerships within the community; sequence development through collaborative systematic infrastructure development; ensure new development is strategically planned and sustainably funded; direct focus on development within Urban Service Area and Ardrossan.

Goal 4: Informed decision making supports quality of life in the community (p.11): explore/present impacts of decisions regarding growth; use evidence-based analyses to inform planning and decision making; promote/support partnerships within community-based groups and align social planning; evaluate programs and services to facilitate a safe, healthy and thriving community.

Goal 5: We are efficient and effective in daily operations (p.12): promote innovation, technology, collaboration and best practices; ensure policies, procedures and practices support/guide decision making; support service and program reviews; examine resource sharing and leverage partnerships/revenue opportunities; utilize technology, data, tools and performance measurement to support effective County operations; implement an integrated program for reviews focused on efficiency.

Goal 6: Strathcona County is an employer of choice, attracting and retaining the best people in all aspects of municipal service delivery (p.13): promote leadership and collaboration throughout the organization; establish a learning and development framework for staff; establish a culture that reflects corporate values; implement a comprehensive attraction and retention strategy

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

While a new Corporate Business Plan will be developed to guide decision-making beyond 2018, there are many elements of the 2015 – 2018 Plan that should inform the development of the Recreation and Culture Strategy, including the Plan's focus on providing residents with a high quality of life; supporting and leveraging new partnerships with civic organizations and neighbouring municipalities; and achieving long-term sustainability in infrastructure development and funding.

The Strategy could establish targets for service levels and approximate delivery costs for existing and future infrastructure/programs, as well as integrate an asset management plan. The Strategy should focus on the connection between recreation and culture and economic development opportunities, particularly those opportunities to leverage partnerships/share resources with other organizations (e.g. other municipalities, schools, civic groups, businesses, etc.). The Strategy should also focus on how recreation and culture connect to overall quality of life in the County, including in terms of how investments identified within the Strategy may contribute to resident satisfaction, employee retention, and other measures of quality of life

Finally, efforts should be made to align the Strategy with efforts being made by civic groups and other socially-focused organizations to make the most of opportunities to collaborate, build knowledge and new best practices, and support broader community health/well-being. Measurements for Strategy success and use of data, technology, and performance measurement should be utilized to improve outcomes in service delivery, resident health and retention, etc.

STRATHCONA COUNTY STRATEGIC DIRECTION SURVEY – FALL 2017

URL:

<https://www.strathcona.ca/files/files/at-cp-strategicdirectionsurveyresultsreportfall2017-final.pdf>

LENGTH:

88 pages

YEAR DEVELOPED/ADOPTED:

December 2017

TEMPORAL PERIOD:

N/A

SUMMARY:

In late 2017, Strathcona County conducted an online survey to help identify strategic goals for its 2019-2022 business planning cycle. A total of 321 people were surveyed. Respondents were presented with 12 strategic goals and were asked to select up to 3 goals they felt were most important in terms of the County's strategic direction. They also had the opportunity to provide detailed feedback. Ensuring that facilities/activities are available, accessible, and well-used was the most commonly selected strategic direction (39.9%), followed by managing, investing, and planning for sustainable municipal infrastructure (38.9%), and ensuring personal safety in homes, neighbourhoods, and public spaces (34.6%).

Other strategic directions selected by respondents include building strong neighbourhoods to support diverse resident needs (30.5%), environmental conservation (23.1%), developing strong relationships with neighbouring municipalities and civic organizations (21.2%), and increasing public involvement on issues affecting the County's future (16.2%). The least selected strategic direction was strengthening Strathcona County's identity/heritage (10.6%).

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Accessibility and inclusion
- Infrastructure priorities

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

Respondents selected several strategic directions that are pertinent to Recreation and Culture Strategy development, providing detailed comments that further illustrate potential focus areas, project ideas, and resident needs/desires for recreation and culture amenities in the County in the future. Highlights of comments that the Strategy may wish to speak to/ integrate are outlined below, grouped by strategic direction.

ENSURE FACILITIES ARE AVAILABLE, ACCESSIBLE, AND USED BY RESIDENTS

- Facilities should be universally accessible.
- Create more child-focused programming outside of work-day hours (e.g. weekends, early evenings), as well as outdoor programs at neighborhood parks.
- Increase programming for seniors and youths.
- Create indoor pickle-ball courts in Ardrossan.
- Ensure ample parking at facilities.
- Improve affordability of programs and facilities for seniors, families, and those with low/fixed incomes.
- Create an indoor turf facility/soccer dome.
- Improve facilities at Kinsmen pool (e.g. hot tub, steam room, pool).
- Take a regional approach to facilities – not every community needs every form of activity.
- Develop an equestrian multi-purpose facility.
- Prioritize modernizing existing facilities/improving maintenance over developing new facilities.
- Promote more nature-based activities in the Beaver Hills Biosphere.
- Consider how to better meet rural community needs for recreation and reduce need to travel to urban areas to maintain active lifestyles.
- Examine joint-use opportunities to ensure most effective use of gyms, arenas, pools, etc.
- Create more community gardens and walking trails.

STRATEGICALLY MANAGE, INVEST, AND PLAN FOR SUSTAINABLE MUNICIPAL INFRASTRUCTURE

- Consider long-term operating costs when planning for and building new facilities.
- Optimize public transit schedules based on peak-demand periods (e.g. school letting out, travel to-from work) and consider traffic impacts of new developments.
- Focus on maintaining existing assets over developing big projects, increasing taxes, etc.

PROVIDE A CLIMATE OF SAFETY FOR INDIVIDUALS IN HOMES, NEIGHBOURHOODS, AND PUBLIC PLACES

- Improve trail system lighting (e.g. use solar-powered lights).
- Develop a neighbourhood block party program to encourage people to get to know each other.
- Increase enforcement of dog bylaws (e.g. dog-on-leash rules).
- Improve walkability to have more people at the street level (i.e. eyes on the street).
- Create more opportunities for youth activities after school hours and on weekends.

BUILD STRONG NEIGHBOURHOODS/COMMUNITIES TO SUPPORT DIVERSE RESIDENT NEEDS

- Develop more community gardens.
- Increase funding available to communities for neighbourhood-level events (e.g. outdoor movies, block parties).
- Improve family-friendliness of neighbourhoods by developing more multi-use paths, playgrounds, spray parks, etc.
- Explore creation of 'community leagues' and support community halls.
- Continue to support community-wide events such as Canada Day and New Years Eve celebrations
- Acknowledge the diversity of community needs (e.g. Ardrossan's needs are different than South Cooking Lake, etc.).
- Increase accessibility to parks and outdoor spaces in rural areas.

CONSERVE REPRESENTATIVE ECOSYSTEMS

- Expand trails, pathways, and wetland conservation areas, especially in rural areas.
- Promote and expand awareness of Beaver Hills Biosphere.
- Develop community programs focused on environmental stewardship and healthy lifestyles.
- Ensure adequate reserves/park land is set aside for future generations.
- Preserve mature trees and native tree stands during development.

DEFINE AND STRENGTHEN THE COMMUNITY'S IDENTITY AND HERITAGE

- Hold events in Sherwood Park that attract visitors from the region.
- Continue to support the County Museum and Festival Place programs.
- Continue to provide grants for neighbourhood events.
- Design and build a new history-focused museum within a centrally located/accessible area.
- Increase emphasis/attention on First Nations history in the region.
- Expand community halls.



Adult Fitness Class at Millennium Place

STRATHCONA COUNTY ECONOMIC SUSTAINABILITY FRAMEWORK

URL:

<https://www.strathcona.ca/files/files/at-cpia-economicsustainabilityframework.pdf>

LENGTH:

22 pages

YEAR DEVELOPED/ADOPTED:

March 2011

TEMPORAL PERIOD:

N/A

SUMMARY:

Aligned with the County's Strategic Plan and Municipal Development Plan, developed in 2009 and adopted in 2011, the Economic Sustainability Framework informs the County's approach to encouraging economic prosperity. The Framework should guide business planning, budgeting processes, and day-to-day delivery of municipal services. The purpose of the Sustainability Framework is to strengthen the County's fiscal sustainability; guide economic development; complement the County's commitment to social and environmental sustainability; support innovative responses to economic development issues; prioritize and plan for future economic development; encourage partnerships; and support inter-governmental efforts to promote economic development.

The overarching policy objective for the Framework is that Strathcona County fosters an economy which benefits residents, business and industry. This objective is based on 10 principles that guided Framework development. These principles include valuing the County's unique blend of urban and rural lifestyles; recognizing interdependencies between social, environmental and economic sustainability; acknowledging the importance of quality of life; the need to maintain existing municipal infrastructure; the importance

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Partnerships
- Fiscal responsibility

of shared economic and development objectives with other levels of government and neighbouring municipalities in the Capital Region; and recognizing the importance of economic diversity. Based on extensive public consultation with County residents, four major themes form the backbone of the Sustainability Framework.



Theme 1: Long Term Financial Sustainability (p.10):

Strathcona County is in sound financial condition and has the fiscal capacity to deliver services and infrastructure on a sustainable basis. The Framework recognizes the County's over-reliance on property taxes and government transfers to fund infrastructure and programs and advocates that a Long Range Financial Plan be developed that encompasses service levels, infrastructure and asset management, taxation, fees, reserves, and municipal debt.

Theme 2: Strong Economic Drivers (p.11): Strathcona County's economy includes a world-leading integrated energy sector, thriving small- and medium-sized businesses and a strong agricultural sector. Developing an integrated energy sector (i.e. bitumen upgrading), encouraging agricultural activity, supporting home-based and small businesses, creating new employment opportunities for youth and young professionals, and developing a community brand based on quality of life and sustainability are priorities within the Framework.

Theme 3: Green Economy (p.12): Strathcona County enables and promotes the diversification of its economy through the development of green jobs and investment with the goal to be a model for sustainable development. The Framework suggests a green economic development strategy for the County be developed in collaboration with the private sector and other levels of government in areas including green jobs, waste management, stewardship, and energy/resource efficiency. Attracting investment within areas such as carbon capture and re-use, clean energy production, and water conservation are also priorities, as is measuring and valuing the County's natural and social capital.

Theme 4: Growth through Partnerships (p.13):

Strathcona County partners with community organizations, municipalities in the region, other orders of government, and the private sector to promote sustainable economic development. The Framework advocates for new community partnerships be developed to advance sustainable economic development in the County, as well as the importance of working with other municipalities within the Capital Region to work together to advance sustainable development goals, as well as with the Federal and Provincial government.

The Framework also includes a 14 question decision support tool for proposed projects, programs, plans, or initiatives in terms of how they relate to the four themes described above (see the Appendix for full list of questions). These questions ask whether projects/programs, etc. enhance County financial capacity, diversify revenue bases, create local jobs, enhance rural/urban lifestyles, support the standard of living and quality of life for rural/urban residents, advance green development, and if what is proposed aligns with other governments and promotes regional economic development.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

There is strong potential for the Recreation and Culture Strategy to advance the County's Economic Sustainability Framework. Focusing on how recreation, parks/open space, and cultural amenities connect to sustainable development in areas such as creating new local employment opportunities, supporting the County's brand, improving/enhancing quality of life, drive economic diversification, and encourage new partnerships with community groups and other municipalities may give the Strategy a strategic advantage over other plans and initiatives within the County

Proposals and objectives within the Strategy should acknowledge economic implications of decision-making, including links between innovative programs, infrastructure, and initiatives and long-term financial sustainability/County revenues. Quantifying the economic impacts of investments in recreation, open space, and culture is often difficult and developing creative measures for evaluating success of such investments relative to the long-term economic sustainability of the County is critical. The Strategy should focus on how recreation, open space, and culture connects to the future economy of the County, creates new economic development opportunities, strengthens existing partnerships, and enables new partnerships to emerge as the County grows and its demographics shift moving into the future.



Festival Place

STRATHCONA COUNTY ENVIRONMENTAL SUSTAINABILITY FRAMEWORK

URL:

<https://www.strathcona.ca/files/files/at-cpia-environmentalsustainabilityframeworkfinal-low-res.pdf>

LENGTH:

28 pages

YEAR DEVELOPED/ADOPTED:

June 2009

TEMPORAL PERIOD:

N/A

SUMMARY:

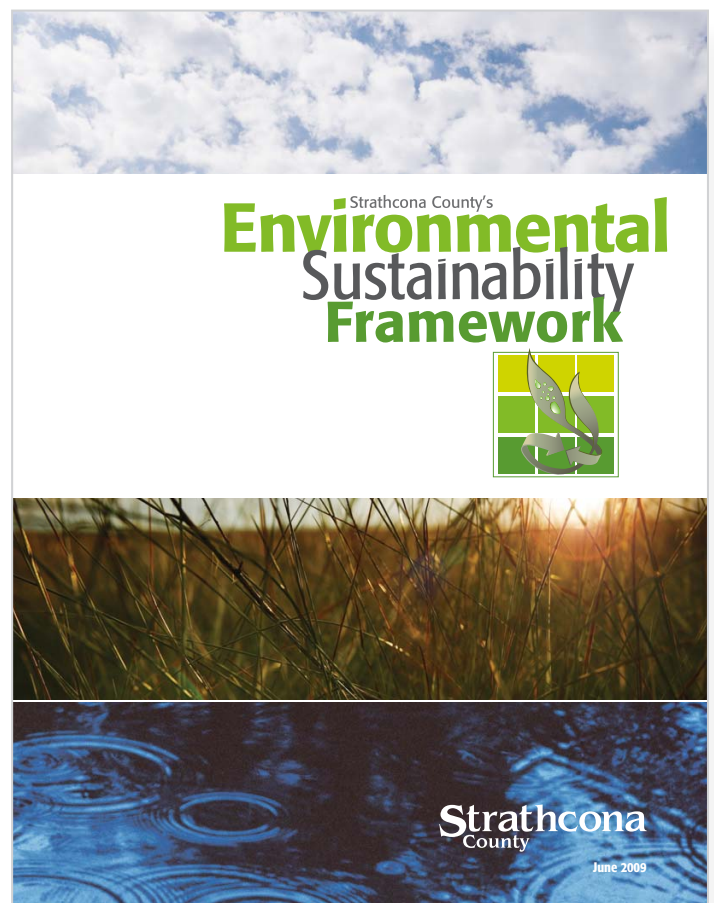
The County's Environmental Sustainability Framework is closely related to its Economic Sustainability Framework described previously and the Social Sustainability Framework that will be described in a subsequent section of this document. The three of these Frameworks are based on the 'triple bottom-line approach' where County decisions should reflect its commitment to environmental, economic, and social considerations. The purpose of the Environmental Framework is to guide County decision-making on environmental issues, assess potential impacts of development on residents, the environment, and municipal operations, assist in prioritizing key decisions, guide the development of new policies, ensure the County is a leader in new, innovative and efficient technologies, allow the County to access environmental grant opportunities, and increase environmental awareness of residents.

The overarching policy objective for the Framework is that Strathcona County practice sound environmental stewardship practices that draw attention to the social fabric of the community and reflect local rural and urban values as determined through prolonged community consultation/

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Environmental preservation
- Active transportation

engagement. Twelve major thematic areas are identified within the Environmental Framework (see the Appendix) that should be considered in decision-making processes. Based on stakeholder input, five environmentally-specific themes and guiding statements were developed.



Theme 1: Land (p.7): Strathcona County's urban areas are surrounded and connected by open green space and healthy natural areas, which are home to wildlife and provide recreation opportunities to County residents.

Theme 2: Air Emissions (p.7): Air quality in Strathcona County supports the health and well-being of its citizens.

Theme 3: Energy (p.7): Strathcona County employs advanced technology and sound management practices in its continuous efforts to improve energy efficiency.

Theme 4: Water (p.7): Strathcona County's watersheds provide an adequate supply of quality freshwater for public and private use while ensuring a healthy ecosystem for future generations.

Theme 5: Material Use (p.7): Strathcona County uses leading procurement and waste management practices, which result in reduced and responsible use of resources and materials.

To support the realization of these five themes, an additional 10 strategies are articulated within the Framework that speak to a number of priorities. These priorities include conserving/protecting natural landscapes; encouraging effective and efficient multi-modal travel; improving energy efficiency of municipal facilities; developing a water conservation plan and waste management policy; procuring sustainable materials; and provide and create new opportunities for resident and staff awareness of environmental sustainability.

The Framework also establishes short, medium, and long-term plans for implementing each of the strategies outlined above. Examples that may be pertinent to the Recreation and Culture Strategy include developing and maintaining a conservation land inventory; tracking progress towards reducing GHG emissions; developing and approving an integrated transportation master plan; purchasing sustainable products and materials; and continually review and evaluate program, policy, and infrastructure development relative to overarching County sustainability goals.

Similar to the County's Economic Sustainability Framework, the Environmental Framework also includes a multi-question decision support-tool. These questions are designed to test projects/programs against multiple facets of environmental sustainability. There are six questions that ask what the impacts of a project/program may have over a short, medium, and long-term period; what the indirect/life-cycle impacts may be; what the potential for adverse cumulative effects may be; how the project/program advances the County towards sustainability; whether mitigation measures or alternative options exist; and, whether there are other resources that can be drawn upon to inform decision-making (p.15)

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

Strategies contained within the Environmental Framework most applicable to the Recreation and Culture Strategy include conserving land, encouraging an effective and efficient multi-modal travel network, improving energy efficiency within municipal facilities/water conservation, and utilizing green procurement strategies for materials.

- **Theme 1: Land.** Connecting open green spaces, increasing access to natural areas, and providing new recreation opportunities to residents
- **Theme 2: Air Emissions.** Measuring mode-shift statistics (e.g. number of residents commuting via bike vs. car) may reveal how investment in recreation, open space helps the County achieve climate-change objectives
- **Theme 3: Energy.** Integrating sustainable building technologies into existing and future facilities/infrastructure may be a useful approach.
- **Theme 4: Water.** Utilizing open space planning/AT infrastructure development to preserve/conservate wetlands is a potential linkage/opportunity
- **Theme 5: Material Use.** New infrastructure projects related to open space, recreation, or culture could adopt construction waste management plans to minimize waste.



Strathcona Wilderness Centre

STRATHCONA COUNTY SOCIAL FRAMEWORK

URL:

https://www.strathcona.ca/files/files/at-fcs-social_framework_for_strathcona_county.pdf

LENGTH:

28 pages

YEAR DEVELOPED/ADOPTED:

2007 (updated 2017)

TEMPORAL PERIOD:

N/A

SUMMARY:

First developed in 2007 and updated in 2017 to reflect changing community dynamics, the County's Social Framework was developed to provide clarity and direction to identified social priorities for Strathcona County. The Framework outlines four outcomes: **affordability** (increased citizen capacity to meet basic needs); **access to programs and services** (straightforward access to programs and services that are easy to find); **safety** (citizens feel physically, emotionally, spiritually, and mentally safe); and **connectedness and inclusion** (citizens are connected to one another and their individual differences are valued and respected).

Based on community feedback, the four primary outcomes are closely aligned with the County's Strategic Plan in several key areas, including increasing public involvement, building strong neighbourhoods, ensuring public safety, and increasing availability and accessibility of community facilities and activities. The Framework espouses a systems-based view of social organizations and individuals as being inter-connected and forming a more complex whole. This approach advocates for County departments, civic organizations, businesses, and citizens to work together to identify areas for change and strategies for getting there. This framework is based on shifting perspectives away from providing services for residents to working with residents and overall within the organization to create meaningful change. Building new relationships, championing continuous learning, and iterative planning are core values.

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Affordability
- Accessibility and inclusion
- Transparency
- Safety



RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

The Social Framework provides a holistic framework for the Recreation and Culture Strategy development process to follow. The four primary outcomes – affordability, accessibility, safety, and inclusiveness – should be reflected within the Strategy. Ensuring high levels of public involvement and engagement throughout the Strategy development process will allow for community needs, values, and priorities to emerge and be integrated into the final Strategy, increasing public by-in and transparency.

Thinking creatively about what other service providers, civic organizations, and businesses should be involved in Strategy development may lead to new relationships and partnerships that improve affordability, accessibility, safety, and/or inclusiveness in relation to proposed outcomes. Working closely with other County departments throughout Strategy development, including Family and Community Services, may provide the Steering Committee with valuable insights. The County is also exploring a ‘community hub’ service delivery model where citizens have a one-stop-shop for accessing community supports and services. Exploring how open space, recreation or cultural facilities could be integrated into this model may create new synergies and improve efficiency and effectiveness of capital investments.



Youth Kickboxing Class at Millennium Place

STRATHCONA COUNTY COMMUNITY PARTNERSHIP PROJECT POLICY

URL:

<https://www.strathcona.ca/files/files/at-lls-policy-ser009039-community-partnership-projects-osrfs.pdf>

LENGTH:

3 pages

YEAR DEVELOPED/ADOPTED:

2011

TEMPORAL PERIOD:

N/A

SUMMARY:

In 2011, the County implemented its Community Partnership Policy (CPP) to create a systemic approach for building community-based recreation and open space infrastructure. Recognizing that resources are limited, the County now utilizes the CPP to guide decision making with responses for new or revitalized infrastructure, evaluating proposals against what is outlined within the Open Space and Recreation Facility Strategy (OSRFS), park Master Plans, and other strategies. Under the CPP, the County considers public recreation, parks, and cultural partnership opportunities (capital and operational) that may enhance current infrastructure and services, so long as they are consistent with the OSRFS. Projects must enhance County service levels and provide new, innovative public recreation, parks, and cultural opportunities. Protecting public interests, improving openness and accessibility of services/facilities, and ensuring long-term financial sustainability are key requirements for projects under the CPP framework.

When the County receives requests from potential partners to re-develop or provide new public recreation, parks, open space, or cultural programs/infrastructure, requests are evaluated and prioritized against the OSRFS to determine alignment with

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Partnerships
- Infrastructure development

municipal priorities. Groups considered as potential partners by the County include community associations, amateur sport associations, not-for-profit agencies, education and health-care providers, and the private sector/commercial companies. Proponents apply to the County, outlining the project and expected contribution from the County. If the application is accepted, partners develop a business case outlining how the project will improve service delivery or quality of life of residents, its consistency with the County's Strategic Plan, OSRFS, park Master Plans, and other strategies, as well as demonstrate community need, demand, and support for the new infrastructure/program. The CPP is applicable to both large- and small-scale projects/programs. Examples of CPP projects include the Ardrossan Youth Park and McPherson Park.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

The County's CPP has successfully delivered several new recreation, parks, open space, and cultural project/programs. Projects are evaluated according to how closely they relate to the County's core priorities, including revitalizing/reinvesting in existing infrastructure rather than new construction, levels of public support, protecting public health and wellness, improving openness and accessibility of programs/facilities, equitably sharing costs, and long-term fiscal sustainability.

Given the stated importance of partnerships within nearly all County plans and strategies developed in recent years, the CCP should remain an important component of program and infrastructure delivery within the Strategy. Examples of successful partnerships should be provided within the final Recreation and Culture Strategy document that demonstrates how this approach has advanced County strategic priorities, increased community involvement/engagement, enhanced or made program/project funding more sustainable and improved quality of life for County residents.

3 RECREATION AND PARKS

This section contains summaries for the following documents.

- Strathcona County Recreation, Parks, and Culture's Department Business Plan
- Recreation Strategy 2020-2032 Update to Priorities Committee
- Strathcona County Open Space and Recreation Facility Strategy 2008
- Open Space and Recreation Facility Strategy Update
- Strathcona County Sportsfield Strategy
- Strathcona County Trails Strategy
- Ardrossan Community Recreation Master Plan
- Josephburg Community Recreation Master Plan
- Strathcona County Dog Off-Leash Strategy
- Strathcona County Aquatic Strategy
- Strathcona County Outdoor Aquatics Strategy
- Strathcona County Parks Master Plans
- Field Allocation Policy
- Ice Allocation Policy
- Pool Allocation Policy



Strathcona County Bike Skills Park

STRATHCONA COUNTY RECREATION, PARKS, AND CULTURE'S DEPARTMENT BUSINESS PLAN

URL:

<https://www.strathcona.ca/files/files/at-rpc-businessplanjune2017.pdf>

LENGTH:

10 pages

YEAR DEVELOPED/ADOPTED:

June 2017 (updated)

TEMPORAL PERIOD:

2015 - 2018

SUMMARY:

Extending from the County's Strategic Plan and Corporate Business Plan, the County's Recreation, Parks and Culture Department has developed its own 2015 – 2018 Business Plan. The Department strives to provide people of all ages with safe, affordable and accessible indoor and outdoor recreation opportunities, and cultural programs. It operates a variety of recreation and cultural facilities, parks and open spaces, collaborates with community development/support organizations, and coordinates special events. The Department outlines four major Goals within its 2015 – 2018 Business Plan. These goals and pertinent objectives/measures are listed below.

Goal 1: Open space, recreation and cultural facility infrastructure is accessible to our growing community in their pursuit of healthy lifestyle choices (p.7): continue to implement the OSRFS to accomplish an orderly revitalization and expansion of facilities and open spaces to meet resident needs (e.g. open Emerald Hills Leisure Centre and Regional Park, reopen the Glen Allan Recreation Complex)

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Accessibility
- Partnerships
- Staff engagement

Goal 2: A variety of recreation, open space and cultural programs are accessible to our growing community (p.8): use a broader range of electronic communication tools to increase knowledge of recreation and culture services and enhance public engagement opportunities; improve registration, booking and evaluation processes, including a new business software system; implement the Public Art Plan (incl. public art)

Goal 3: Partnerships with groups, organizations and businesses in the community are promoted and supported to better leverage resources (p.9): continuing involvement with/support from community groups and other stakeholders, with focus on the Community Hall Sustainability Study; develop volunteer leadership training and recognition opportunities; achieve strategic alignment with corporate and community partners, focused on the Sherwood Park & District Chamber of Commerce

Goal 4: A strong working environment is built on a culture of leadership, innovation and learning (p.10): implement the corporate Performance Planning and Review Process; implement staff engagement opportunities identified within the staff engagement survey action plan

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

Each goal articulated within the Plan is accompanied by explicit linkages to the County's Strategic Plan and Corporate Business Plan. How long-term objectives established within the Strategy connect to and advance County priorities, particularly through 4-year Business Plans, should be considered. Continuing to revitalize and improve existing facilities is a major focus of the Plan, as is improving variety and access to recreation/cultural amenities, establishing new partnerships, and empowering/encouraging Department staff to learn and achieve. Ensuring continuity between the OSRFS, this Plan, and the new long-term Recreation and Culture Strategy as important to achieving strategy success.

RECREATION STRATEGY 2020-2032 UPDATE TO PRIORITIES COMMITTEE

URL:

<https://pub-strathcona.escribemeetings.com/filestream.ashx?DocumentId=15004>

LENGTH:

2 pages

YEAR DEVELOPED/ADOPTED:

February 2018

TEMPORAL PERIOD:

N/A

SUMMARY:

The Recreation, Parks and Culture department provided the County's Priorities Committee with an update on the development of the Recreation Strategy 2020 – 2023 in February 2018. This update identifies connections between the Recreation Strategy and County Strategic Plan priority areas, including economic (invest and plan for recreation infrastructure), social (provide necessary outdoor and indoor community amenities, programs, and services to meet diverse resident needs), cultural (provide community cultural amenities, programs, and services to add to community vibrancy), and environmental (reduce ecological footprints of future developments).

The broad intent of the Recreation Strategy 2020 – 2032 is to expand and broaden the focus of the County's previous Open Space and Recreation Facility Strategy (OSRFS) by focusing in areas beyond parks, fields, trails, and open space infrastructure. The Recreation Strategy 2020 – 2032 will identify, develop, and deliver a full-range of recreation programs and will explore community development via collaboration, partnerships, and empowerment of the community through recreation development.

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Council priorities
- Timelines

The Recreation Strategy 2020 – 2032 will provide a strategic framework to assist the County in planning long term community investments in recreation, culture, programming, and open space development opportunities. The Strategy is to be reviewed on an annual basis and it is anticipated that it will be completed by June 2019, informed by extensive public engagement.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

The primary relevance of this report to the Recreation and Culture Strategy is that it articulates clear timelines to the Council Priorities Committee, identifying June 2019 as a target date for Strategy completion. The report also suggests that the scope of the new Strategy will be expanded from the OSRFS in terms of looking at the potential role that recreation and culture may play in advancing community development through collaboration and partnerships for recreation/culture amenity and program development/delivery. Finally, this report identifies that there will be extensive phased public engagements conducted for the Strategy.

STRATHCONA COUNTY OPEN SPACE AND RECREATION FACILITY STRATEGY 2008

URL:

<https://www.strathcona.ca/files/files/attachment-rpc-osrfs-final-draft-report.pdf>

LENGTH:

60 pages

YEAR DEVELOPED/ADOPTED:

June 2008 (progress update June 2017)

TEMPORAL PERIOD:

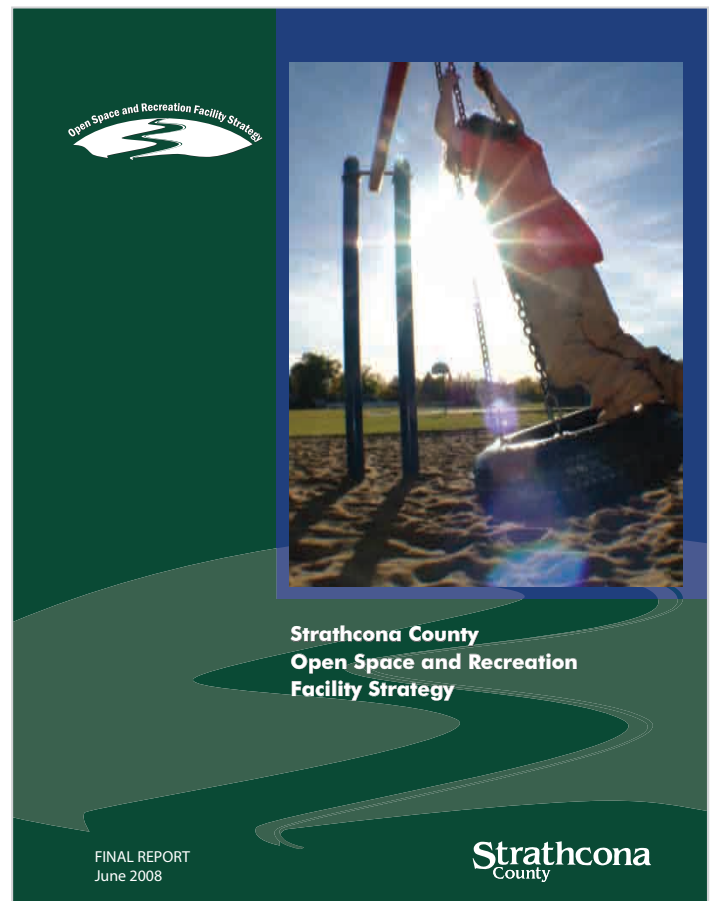
2008 - 2023

SUMMARY:

Approved by County Council in June 2008, the Open Space and Recreation Facility Strategy (OSRFS) provides broad direction to how parks, natural areas, trails, and leisure and recreation facilities will develop over the next 15 years. The primary objective of the Strategy is to expand safe, affordable and accessible opportunities for residents of the County of all ages to live healthy lifestyles. The OSRFS follows the vision and strategies established by the County within its Strategic Plan (2002) and its Municipal Development Plan (2007). The OSRFS is to inform community planning documents (e.g. ASPs, concept plans), which in turn will inform detailed open space plans, and open space and facility revitalization and construction. It was developed to meet the needs of strong population growth over the next 20 years (~60% increase) and changing age demographics (more seniors, more children). The OSRFS supports several of the County's Strategic Goals, including in areas related to planning, investing, and managing sustainable municipal infrastructure, increasing availability and accessibility of facilities for residents, strengthening community heritage and contributing to strong, diverse neighbourhoods, and developing and maintaining strong relationships with other municipalities and civic organizations.

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Parks recommendations
- Outdoor infrastructure priorities



The OSRFS is a 3-phase strategy: Phase 1 focuses on protecting existing assets and addressing aging infrastructure and channels reinvestment into existing facilities. Phases 2 and 3 are characterized by community consultation, research, and community needs assessments to determine what solutions are required and when. There are several key guiding principles articulated within the Strategy:

- **Revitalize** existing parks, open spaces and recreation facilities before investing in new facilities;
- **Create** an integrated system of indoor and outdoor places and facilities to meet multiple recreation needs across multiple locations;
- **Reduce** the ecological footprint of development; and,
- **Create** opportunities for community partnerships and stewardship.

Through the development of the OSRFS, several other community needs/interests emerged that it was determined warranted additional studies. These studies include the Green Hectares Business Plan (2008), the Equine Study (2008), a snowmobile corridor study, a Field Sports Strategy (2009), Community Hall Revitalization (2009), a Dog Off-Leash Planning Framework (2010), an Aquatic Feasibility Study, School Partnerships Feasibility Study, Community Gathering Places Assessment (2009), and Walkable Community Revitalization Assessment (2009).

The OSRFS identifies \$80 million in investment in existing facilities (12 venues) to occur over a 5-year period to expand and improve existing assets. An additional \$20 million is to be invested in parks, trails, sports fields and natural areas over the same period. It articulates a 5-year functional planning framework for both indoor and outdoor recreation/open spaces; highlights include renovations to major facilities (e.g. Ardrossan Recreation Complex, Millennium Place, Festival Place), development of new outdoor spaces (e.g. parks, trails and natural areas) and the revitalization of existing spaces, trails, and streetscapes to increase walkability. Facility reinvestment focuses on maximizing use and flexibility of existing spaces, enabling flexible/spontaneous use of infrastructure, and service integration. Functional Service Plans are developed for indoor health and wellness facilities, ice infrastructure, aquatics infrastructure, dry surfaces (e.g. gyms, indoor fields, community halls), culture infrastructure (e.g. community centres, Festival Place), special purpose areas, outdoor community gathering places (including parks, trails and natural areas), and trail and streetscape revitalization.

An update of progress made through the OSRFS was released by the County in June 2017. The OSRFS has been highly successful at bringing about new community partnerships, advancing planning efforts including the development of new master plans

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

There are several broad recommendations for open spaces and recreation facilities within the OSRFS that may also inform the Recreation and Culture Strategy:

- Parks and natural areas should be located closer to residences and be passive/nature reoriented
- Activities that require large spaces (e.g. sports fields), specialized facilities (e.g. indoor pool, ice, etc.) or that have a large geographical catchment area should be clustered together; clusters should be geographically dispersed over a larger area throughout the County and shared program development (e.g. organized group needs and spontaneous individual needs) should be pursued where appropriate
- Indoor and outdoor recreational amenities should be integrated
- Parks, natural areas and facilities should be linked by a trail network that, ideally, will also link these amenities to commercial and institutional users as well (e.g. schools, businesses).

OSRFS also identifies several implementation focus areas/strategies/projects that may be relevant to the Strategy, for example:

- Major facility revitalization (e.g. Glen Allan, Millennium Place, Ardrossan Rec. Complex) to expand user capacity, programming and opportunities for recreation
- Significantly expand ice surface capacities at Millennium Place, Ardrossan
- Revitalization/reinvestment in aquatics facilities, new aquatics feasibility study; revitalization of dry surface, cultural, and special purpose spaces
- Develop approximately 20-25 ha of new sports fields between 2009 and 2013
- Acquire new land through land development process for parks and open spaces; preserve/conservate natural areas and proactive acquisition of environmentally sensitive, high heritage or natural amenity lands during development processes
- Revitalize existing outdoor spaces by developing natural area management plans, retrofit spaces by constructing new furniture, gazebos, plazas, landscaping features, community gardens, and dog off-leash areas
- Reinvestment/revitalization of River Valley Trails/amenities, including developing gravel trails, interpretive signage, park furniture, etc.
- Plant 1,000 to 1,200 sq. m of tree/shrub planting in urban and hamlet areas per year
- Provide entrance signs to the County at 57 different locations

A series of open space typologies are proposed within the OSRFS that provide examples of open space categories, descriptions, potential amenities, service levels, and location criteria (p.50 – 54). Typologies for facilities (e.g. multi-use facilities, community commons) are also developed, which illustrate potential indoor/outdoor amenity provisions. These typologies may need to be revised if their inclusion in the Strategy is desired. The OSRFS and the Recreation, Parks and Culture Department's success in implementing it provide a strong foundation for the Strategy.



Basketball at Millennium Place

OPEN SPACE AND RECREATION FACILITY STRATEGY UPDATE

URL:

<https://pub-strathcona.escribemeetings.com/filestream.ashx?DocumentId=15005>

LENGTH:

15 pages

YEAR DEVELOPED/ADOPTED:

June 2017

TEMPORAL PERIOD:

N/A

SUMMARY:

This document provides an update on progress made on achieving goals and objectives for recreation and culture within the County as stated within its Open Space and Recreation Facility Strategy (OSRFS). The overarching vision for the OSRFS is to revitalize existing parks, open spaces, and recreation facilities before investing in new spaces; to create an integrated system of indoor/outdoor places and facilities to meet a wide range of needs; to reduce the ecological footprint of development; and to create new opportunities for community partnerships/stewardship. Three guiding strategies were developed out of the OSRFS: one for aquatics, one for sportsfields, and one for trails. Substantial progress has been made in advancing the goals and objectives of the OSRFS, with several facilities and amenities revitalized, constructed, and operational as of 2018. Updates are provided for four separate areas: community partnerships, planning, indoor, and outdoor spaces.

Community Partnerships: as of 2016, ten of eleven community partnership projects have been completed. At the time of this report, the pickleball courts at Sherwood Heights were under construction; the courts are now fully operational and there are no outstanding projects as of summer 2018.

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Infrastructure priorities
- Maintaining existing facilities
- Active transportation

Open Space and Recreation Facility Strategy (OSRFS update)

Enclosure I

June 13, 2017



www.strathcona.ca/revitalize

STRATHCONA
COUNTY

Planning: eleven plans and strategies have been completed as of 2017. Outstanding plans/strategies include developing a strategy for the following:

- Growth Areas (Strategy 2019-2023)
- Sally Stewart Master Plan (Strategy 2017-18)
- Centennial Park Master Plan (Strategy 2018)
- Heritage Hills Park Redevelopment Plan (Strategy 2018)

Indoor Spaces: eight out of fourteen projects have been completed, including the revitalization of Millennium Place and the construction of the Emerald Hills Leisure Centre. Outstanding projects include Festival Place (Design 2019-23), Sherwood Park Arena (Design 2019-23), Kinsmen Leisure Centre (Design/Build 2017-18; upgrades are expected to begin Spring 2018), Emerald Hills Leisure Centre Second Floor (Future 2019), Moyer Recreation Centre (Concept 2018), and the Strathcona Olympiette Centre (Strategy 2020).

Outdoor Spaces: outdoor spaces comprise the most substantial list of projects/objectives presented within the Strategy Update and include trails, streetscapes, and gathering projects.

Trails

- *Ongoing trail projects* include:
 - » Petroleum Way (Build 2017, under construction 2018)
 - » Wye Road (Design/Build 2017)
 - » Cartwright Trail (Build 2017)
 - » Baseline Road/Broadmoor Boulevard (under construction July 2018)
 - » River Valley Alliance Phase II & III (Build 2017; construction ongoing)
 - » Trans Canada Trail Phase 3 (Build 2017; construction ongoing)
 - » Centennial Park Wetlands Trail East (Build 2018; under construction July 2018)
- *Outstanding trail projects* include:
 - » Baseline to Highway 21 Trail (Future 2019-23)

Streetscapes

- Most streetscape feature upgrades/plantings have been completed as of 2017.
- *Outstanding streetscape projects* include Clover Bar Road Planting.

Gathering Spaces

- *Ongoing gathering space projects* include Emerald Hills Regional Park Landscaping.
- *Outstanding gathering space projects* include:
 - » Centennial Park Sportsfield Expansion (Future 2019-23)
 - » South Cooking Lake Park (Future 2019-23)
 - » Ardrossan Recreation Complex Spray Park and Park (Design/Build 2017-22, in planning stage July 2018)
 - » Brentwood Park (Future 2019-23)
 - » Kinsmen Westboro Park (Future 2019-23)
 - » Sally Stewart Park (Future 2019-23)

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

Outstanding projects from the OSRFS include the Baseline to Highway 21 Trail, Clover Bar Road Planting, Centennial Park Sportsfield Expansion, South Cooking Lake Park, Ardrossan Spray Park, Brentwood Park, Kinsmen Westboro Park, and Sally Stewart Park. There likely are more facilities and spaces within the County that will require revitalization to maintain functionality, as well as improve accessibility and technology needs. These facilities and spaces should be identified within the Recreation and Culture Strategy and added to the list of priorities identified above.

New recommendations for indoor facilities and outdoor spaces that respond to community growth should balance immediate needs with long-range strategies. The Strategy should speak to how the County will balance revitalization of existing infrastructure with development of new facilities, amenities, and open spaces. The Strategy Update concludes by speaking to future trail development, suggesting that engagement should focus on land identification, creating rural trail linkages, competing an Active Transportation Plan, and constructing trail amenity enhancements (e.g. washrooms, signage, bike racks, lighting, seating, mapping, and programming/education). The Strategy should focus particular attention on expanding and enhancing the trail network within the County, including how such efforts would connect to/support active transportation at a community, County, and regional scale.

STRATHCONA COUNTY SPORTSFIELD STRATEGY

URL:

<https://pub-strathcona.escribemeetings.com/filestream.ashx?DocumentId=15005>

LENGTH:

73 pages

YEAR DEVELOPED/ADOPTED:

June 2010

TEMPORAL PERIOD:

2010 - 2025

SUMMARY:

Initiated by the Open Space and Recreation Facility Strategy (OSRFS), the County's Sportsfield Strategy creates a 15-year plan that anticipates future field requirements in the County and provides a process to quantify current and future sportsfield surpluses/shortfalls, amenities required, and recommends capital expenditures. The vision for the Strategy is: "Strathcona County is a community with the right number of sportsfields in the right places for a broad range of users that fosters community and sustainability around sport, play and participation" (p.1). As of 2011, the County maintained 201 sportsfields, 99 of which are ball diamonds and 102 sportsfields that accommodate soccer and other activities.

Public participation during the study phase for the Strategy indicated that 57% of respondents desired that improvements be made to existing fields, including improved maintenance, more fields with artificial turf, more washrooms, addition of lighting, and better parking. Based on County usage rates and projected trends in sport participation, it was determined that by 2025 the County would require 13 additional sportsfields: 1 'A' premier class ball diamond and 1 'A' standard ball diamond situated in rural areas, and, 5 'A' premier sportsfields, and 6 'A' standard sportsfields located in both urban and rural areas (p.3). Descriptions of the classification system used

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Infrastructure priorities

for sportsfields can be found on page 10 of the strategy; 'A' grade fields have features such as irrigation, lighting, fencing, scoreboards, and higher maintenance.

The Strategy's implementation schedule recommends that 4 fields be constructed between 2010 – 2015 (two rural ball diamonds, two rural sportsfields, and two urban sportsfields), 4 between 2015 – 2020 (two rural and two urban sportsfields) and 3 between 2020 – 2025 (one rural and two urban sportsfields) at an estimated capital cost of approximately \$5 million. Seven strategic goals are also established within the Strategy. These goals include maintaining sportsfields that appeal to a broad range of users, that promote community interaction and health; to sustainably develop new fields as 'green community focal points', to improve the quality of fields through reinvestment and revitalization; to better promote fields and programs/serves to reflect new trends and changing community needs; to regularly consult with user groups; to review field inventory relative to demand on a regular basis; and, finally, for the County to create new partnerships with regional municipalities and user groups to ensure effective delivery.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

Based on forecasted demand, the Strategy recommends that 13 new ball diamonds and sportsfields be constructed between 2010 and 2025, evenly split between rural and urban areas within the County, at an estimated capital cost of \$5 million. The Recreation and Culture Strategy will have to re-evaluate whether demand warrants new capital construction or if revitalization will suffice. Strategic goals presented within the Strategy linking sportsfields and inclusivity, community health, need to provide programs and services that meet new trends, fields as 'green' community focal points, and desire to create new partnerships should be reflected within the Strategy.

STRATHCONA COUNTY TRAILS STRATEGY

URL:

<https://www.strathcona.ca/files/files/at-pds-trailsstrategyfinalreport.pdf>

LENGTH:

86 pages

YEAR DEVELOPED/ADOPTED:

March 2012

TEMPORAL PERIOD:

2011 - 2026

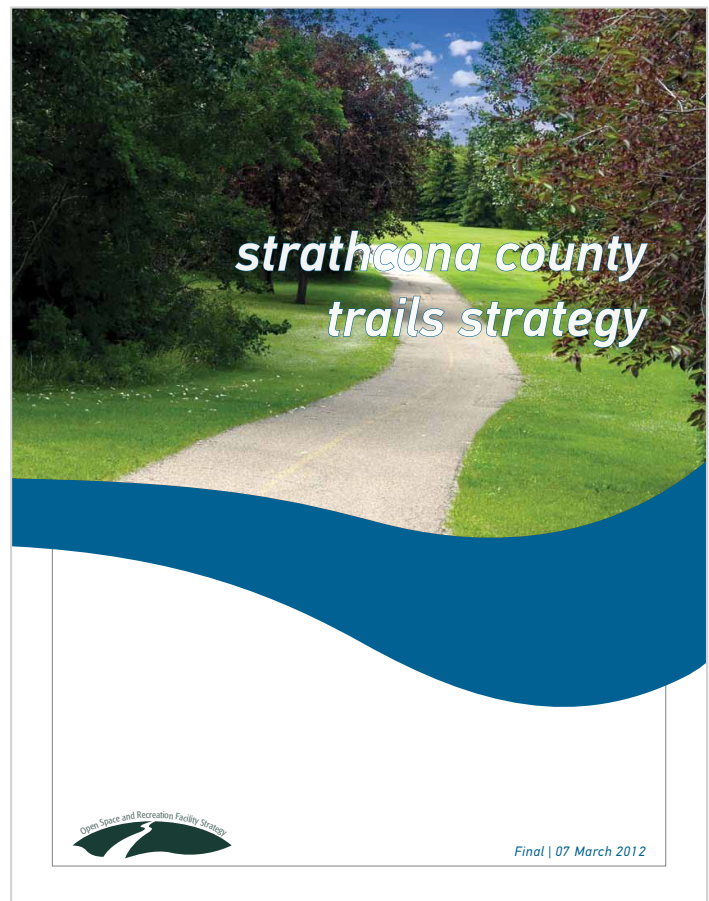
SUMMARY:

Initiated by the County's Open Space and Recreation Facility Strategy (OSRFS) and based on the County's 1998 Trails Master Plan, the 2012 Strathcona County Trails Strategy articulates a vision and guiding principles to shape how trails are developed to 2023. The Strategy Vision is for both rural and urban trails in the County to provide a balance of recreational and active transportation uses, which will positively impact resident quality of life and account for concerns of all stakeholders. Guiding principles focus on equity (all ages, abilities, etc.), inclusivity, community health and well-being, quality of life, creating opportunities for active transportation and improving walkability/community connectedness, and ensuring all stakeholders are involved in trail planning, usage, and maintenance.

The Strategy recommends developing an enhanced trail hierarchy system, maintenance and design guidelines, a project prioritization system using 12 project criteria to ensure proper funding distributions to trails, utilizing five performance measures to evaluate effectiveness of trails and how they contribute to resident quality of life, and identifying funding sources and articulating clear expectations for future trail projects. The Strategy also recommends that the County work with landowners and off-highway vehicle (OHV) users to establish OHV corridors to create linkages between OHV use areas (e.g. crown lands).

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Infrastructure priorities
- Active transportation



As has also been identified in other plan and strategy documents reviewed, the Trails Strategy recognizes the importance of partnerships between the County and other groups (e.g. civic groups, industry, etc.) in the provision of trail infrastructure. Additionally, the County also recognizes that trails play an integral role in developing and encouraging active transportation networks. Trails are now being used as transportation corridors, rather than just as recreational opportunities. Existing and proposed trails will be integral to developing a well-connected, and accessible active transportation network. With its unique blend of urban and rural, the County also has an opportunity to develop an integrated trail network that allows for a more diverse range of users in rural areas, for example horses and OHVs. Rural trail access points could serve as ‘destinations’ for users looking to access a broader, more robust trail network.

Through the needs assessment conducted for the Strategy, several trail areas were identified by stakeholders. These include developing additional bicycle commuter routes to Edmonton, additional connection points for snowmobile access, improved walkability in commercial areas (e.g. Baseline and Broadmoor), a connection between the Strathcona Wilderness Centre and Cooking Lake – Blackfoot Provincial Recreation Area, equestrian loops, and trail connections throughout the County’s rural areas linking to the urban service area. Trail amenities identified as most important include staging areas (rural), waste receptacles (urban/rural), washroom facilities (rural), signage, lighting, and benches (urban/rural). Stakeholders survey also voiced the importance of partnerships with groups and businesses, identifying ‘in-kind’ contributions such as maintenance assistance or direct financial support for network expansion.

In terms of prioritizing trail development or maintenance projects, the Strategy also advances several criteria and relative importance to support decision makers. Improving internal network connectivity, user safety, developing trails on County-owned land, utilizing partnerships and promoting active transportation are very important priorities. Introducing new trail programs/events, balancing trail access between urban and rural, minimizing environmental impacts, and avoiding conflict between trail users and non-users are of lesser importance. Performance measures suggested to evaluate trail usage and development success include counting trail users, number of injury/criminal incidents or complaints, physical trail conditions, and conducting satisfaction surveys.

The Trails Strategy also contains a Trails Matrix (p.49) that provides an overview of trail classifications, optimal amenity provision, ideal maintenance schedules for each trail type/ location/season, and types of uses enabled by each trail type. A Prioritization Matrix (p.54) lists a series of criteria to assist decision makers in evaluating the need and level of priority for proposed trail upgrades or trail development, with weighted scores and details as to how each criteria is assessed. Creating new trail linkages, improving safety, opportunities for partnership, and promoting active transportation are highly-weighted criteria.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

Supporting active transportation, multi-modal transportation networks, and improving accessibility/inclusivity via trail development is a stated priority within other County plans and strategies. The Recreation and Culture Strategy should articulate a clear vision of how trails and a trail network relate to Strategy goals and objectives, as well as outline steps to improve/expand trails.

The Trails Strategy identifies several opportunities for new/enhanced trails within the County, including in areas of high natural value (e.g. Old Man Creek, Point aux Pins Creek), along existing easements and rights-of-ways (e.g. along roads, railway lines), within new developments, along existing regional trail systems (e.g. Trans Canada Trail, Capital Region River Valley Park), along areas of public land and/or buffers (e.g. edge of Elk Island National Park), and along historic trails. The Strategy may wish to identify some of these opportunities when discussing how it will improve trail connectivity, enhance walkability, promote active transportation, etc.

Trails should be improved/developed according to standards outlined within the Trails Strategy, including by hierarchy (e.g. intensive urban v. urban fringe), type (e.g. primary v. tertiary), level of development (e.g. hard surface v. granular surface) and according to guidelines established under the Alberta Recreation Corridor and Trails Classification System (p.32-38). Trails in urban areas should be universally accessible. In addition, the Trails and Prioritization Matrices (p.49, p.54) should guide trail upgrading and development decisions.

ARDROSSAN COMMUNITY RECREATION MASTER PLAN

URL:

<https://www.strathcona.ca/files/files/at-eep-acrmp-finalcomplete.pdf>

LENGTH:

62 pages

YEAR DEVELOPED/ADOPTED:

December 2009

TEMPORAL PERIOD:

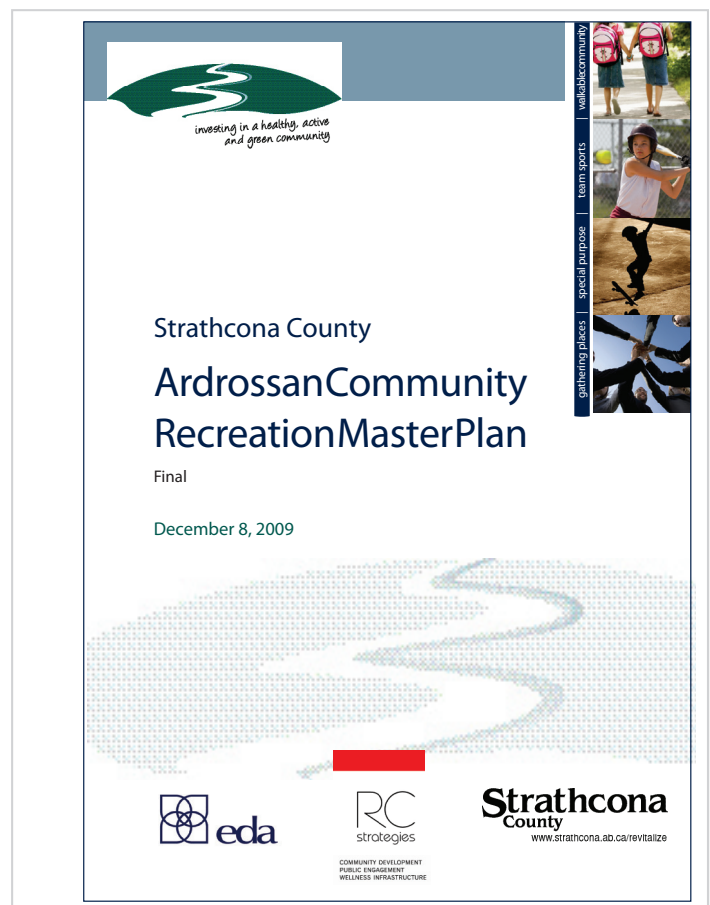
2009 - 2023

SUMMARY:

The purpose of the Ardrossan Community Recreation Master Plan is to provide a strategic document to guide the orderly provision, enhancement and development of parks and open space facilities in the hamlet of Ardrossan. Four major themes inform the document, including creating a walkable community, creating places for community gathering, for specialized activities and youth, and team sports. The Plan has been developed in reference to the County's Open Space and Recreational Strategy (OSRF) and other County plans/strategies, but is limited in scope to the boundaries of the Ardrossan hamlet proper. Highlighting the importance of partnerships and relationships to advance the Plan to ensure social, environmental and economic sustainability over the long-term. Divided into two phases, the Plan calls for capital expenditures of \$2.82 million in the Immediate Phase (2010-2013) and an additional \$4.5 million in the Emerging Phase (2014 – 2023).

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Infrastructure priorities
- Accessibility
- Programming



In the Immediate Phase, paved trails between existing community amenities, schools, sportsfields, and the Recreation Complex would be constructed, as well as a granular trail linking to proposed future residential areas. Amenities and improvements would also be added to the existing and proposed trail network, including benches, trash cans, and so forth. To enhance community gathering opportunities, paved trails, additional landscaping, and new park amenities (e.g. benches, tables) are proposed for the grounds adjacent to Ardrossan's Memorial Hall. Responding to resident desire for specialized activity spaces for youth, a skateboard/BMX park is proposed for open space adjacent to the Memorial Hall. Improvements are also suggested for the two ball diamonds adjacent to Holy Redeemer Catholic School. In addition, the community's outdoor skating rink is proposed to be relocated and expanded beside the Recreation Complex. New sportsfields are proposed to replace those displaced by the Recreation Complex Expansion. In the Emerging Phase, additional trail expansions are proposed to connect Ardrossan's trail network with the regional network. An amphitheater and plaza spaces are proposed for the land adjacent to the Memorial hall, as well as a new spray park. Finally, significant parking/access improvements are proposed for the area surrounding the Recreation Complex.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

Four major themes emerged out of the community engagement phase of this Plan: improving walkability (trails), creating new community gathering spaces (new amenities adjacent to Memorial Hall), creating specialized activity spaces for youth (new skateboard/BMX park and spraypark), and improving existing/creating new sportsfields (improve existing ball diamonds, add additional fields over time). Improving accessibility to recreation amenities is also a priority (improved parking infrastructure, access points). There is a high degree of compatibility between the Ardrossan Community Recreation Master Plan and the County's updated MDP and Strategic Plan, including providing new programming that meets changing needs, increasing amenity accessibility, and improving trail integration.



Cherished Memories Mural, Art Society of Strathcona County, Ardrossan Recreation Complex

JOSEPHBURG COMMUNITY RECREATION MASTER PLAN

URL:

<https://www.strathcona.ca/files/files/at-pds-eosp-josephburg-master-plan.pdf>

LENGTH:

50 pages

YEAR DEVELOPED/ADOPTED:

November 2012

TEMPORAL PERIOD:

2012 – 2022+

SUMMARY:

The purpose of the Josephburg Community Recreation Master Plan is to guide the long-term planning, design and development of all indoor and outdoor public spaces within the hamlet. It is based upon the County's Open Space and Recreation Facility Strategy (OSRFS) and identifies four major thematic areas to advance the goals and objectives of the OSRFS within Josephburg: trails, sports, specialty areas, and community gathering spaces. The larger vision for recreation in Josephburg within the Master Plan identifies the importance of safety, accessibility and complementarity of recreation facilities/amenities to rural lifestyles. Partnerships, adopting a multi-use approach whenever possible (e.g. avoidance of single dedicated-use facilities), and respecting the natural environment throughout the development process are also highlighted as key to improving recreational outcomes in the community. The Plan calls for an investment of approximately \$1.9 million to rehabilitate existing trails, develop new trails, create community entry-point signage, improve streetscape plantings, and make improvements to the Moyer Recreation Centre.



The Master Plan focuses primarily on existing recreational facilities/amenities in Josephburg located at the intersection of Secondary Road 830 and Roadway 2626. The Moyer Recreation Centre is also located within this site area. The Plan proposes improving existing trails on site, as well as developing a new trail loop to improve connectivity within and to the site via active transportation corridors. To improve availability and accessibility of sportsfields in the community, an existing ball diamond is to be converted into a large rectangular field that can accommodate more diverse recreational opportunities. The Moyer Recreation Centre is to be reinvested in as outlined within the OSRFS, with a retrofit proposed to the Centre's hall area to accommodate a wider-range of uses, including gymnasium activities and banquets. New/improved entry signage to the hamlet is to be developed along with outdoor fitness equipment and streetscape plantings to improve community aesthetics and provide residents with specialty amenities (e.g. for older adults, youth). To enhance opportunities for community gathering, a community garden and natural outdoor gathering space is proposed for municipal reserve land south of the Moyer Recreation Centre.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

The Plan recommends maintaining existing trails, developing new trails, and retrofitting the community hall space in the Moyer Recreation Centre over the short-term. Reconfiguring one existing ball diamond to a rectangular surface, making upgrades to the Rec Centre's lobby, ice facilities and other program enhancements, and reinvesting in other recreational amenities (e.g. basketball courts, horseshoe pits) is proposed to occur over a longer-term period.

There is likely high compatibility between this Master Plan and anticipated focus of the Recreation and Culture Strategy, particularly in areas related to walkability, reinvesting in existing infrastructure, and providing residents with amenities that can meet changing needs (flexibility).



Josephburg Mural, Bi Yuan Cheng, Moyer Recreation Centre

STRATHCONA COUNTY DOG OFF-LEASH STRATEGY

URL:

<https://www.strathcona.ca/files/files/at-pds-dol-strategy-final.pdf>

LENGTH:

36 pages

YEAR DEVELOPED/ADOPTED:

February 2016

TEMPORAL PERIOD:

N/A

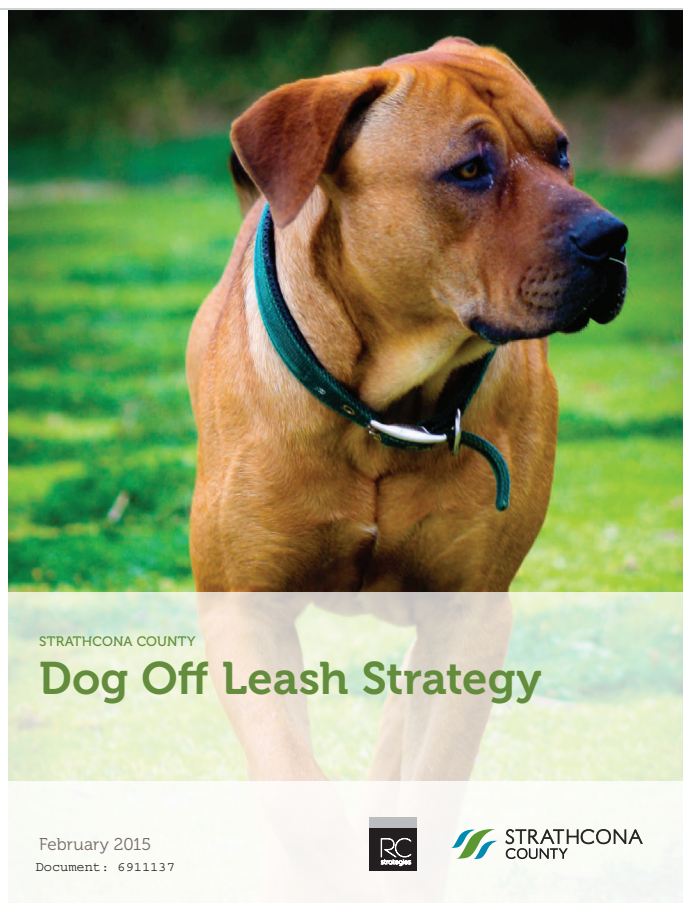
SUMMARY:

The Purpose of the Strathcona County Dog Off-Leash Strategy is to evaluate, assess, and identify opportunities to improve the provision of off-leash parks within the County, providing an overall direction for the delivery of these parks primarily within Sherwood Park. The Strategy focuses on the urban service area of Sherwood Park, but its tenets are applicable to other parts of the County as well. The vision for the plan is that Strathcona County provides appropriate opportunities for resident dog owners and their pets to recreate in safe and positive environments, providing health and recreational benefits for people/dogs in such a way that does not negatively impact other County residents.

The Strategy identifies several benefits associated with the provision of dog off-leash areas, including enhancing community building, providing another exercise venue for residents, assisting with dog socialization, protecting the environment (minimize impact on wildlife), and improve public safety by demarcating clear areas where dog encounters may be expected.

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Infrastructure priorities



RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

Off-leash areas provide residents and their dogs with opportunities to exercise, bond with other dogs and engage with other dog owners, and minimize conflict between user groups. Opportunities exist within the County for both dedicated off-leash and multi-use sites (e.g. parks, open spaces, boarded rinks) to be established. The County recognizes the value of providing dog off-leash opportunities for residents. With the growing popularity of dogs and demand for off-leash areas.

STRATHCONA COUNTY AQUATIC STRATEGY

URL:

https://www.strathcona.ca/files/files/at-rpc-aquatic_strategy-report_2012.pdf

LENGTH:

60 pages

YEAR DEVELOPED/ADOPTED:

April 2012

TEMPORAL PERIOD:

2012 - 2024

SUMMARY:

The County's Aquatic Strategy includes both indoor and outdoor aquatic opportunities and emerges out of the Open Space and Recreation Facility Strategy (OSRFS). The purpose of the Aquatic Strategy is to assess future aquatic opportunities for residents and guide capital infrastructure development, future policy and standards. The primary recommendations of the Strategy are to revitalize existing aquatic facilities in the County and construct new aquatic facilities to alleviate existing participation limitations and meet growing demands placed on facilities.

The Strategy recommends reinvesting in existing facilities/ making upgrades at Millennium Place and the Kinsmen Leisure Centre, that planning begin for the construction of an aquatic facility at the Emerald Hills site, that a new spray park be developed at Broadmoor Lake Park and revitalization of an outdoor water park at the Kinsmen Leisure Centre. Over a longer-term period (2016-2024), the Strategy recommends that a future new major multipurpose facility be constructed and that new/revitalized neighbourhood-based spray decks should be developed. The Strategy also recommends that partnerships be explored with regional municipalities for increased access to facilities. Finally, the Study recommends that usage, trends, maintenance and operations of existing indoor and outdoor facilities be tracked and evaluated to determine future aquatic needs within the County, including the viability of a 50m competitive facility.

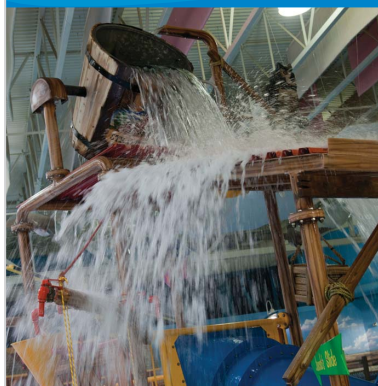
CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Infrastructure priorities
- Maintaining existing infrastructure
- Programming



AQUATIC STRATEGY

APRIL 10, 2012



Strathcona
County

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

Based on population projections, the Study anticipates an 80% increase in lap swim usage and 46% increase in recreational swimming visitors by 2022. Programming trends, including greater demand for older adult aquatic fitness, personal training, and sport training will place further demand on aquatic facility. Increasing aquatic capacity in the County should be a priority.

Strategy recommendations to construct a new facility at Emerald Hills, to revitalize the Kinsmen Leisure Centre (to begin Spring 2018), and constructing a large, community-wide spray park at Broadmoor Lake Park have all been completed. Revitalizing/upgrading aquatic facilities at Millennium Place is still outstanding. Revitalizing/upgrading outdoor spray parks across the County is recommended.

Usage trends, maintenance and operation needs of existing indoor and outdoor facilities should be assessed to determine future aquatic needs within the County over the temporal period to be covered by the Strategy.



Emerald Hills Leisure Centre

STRATHCONA COUNTY OUTDOOR AQUATICS STRATEGY

URL:

<https://www.strathcona.ca/files/files/at-rpc-outdoor-aquatic-strategy.pdf>

LENGTH:

52 pages

YEAR DEVELOPED/ADOPTED:

January 2017

TEMPORAL PERIOD:

2017 - 2032

SUMMARY:

The County's Outdoor Aquatic Spray Deck and Spray Park Strategy should guide decision-making for existing and future outdoor aquatic facilities in the County until 2032. The Strategy is comprised of four major principles: to provide free, accessible outdoor aquatic facilities to all residents and visitors; to meet contemporary market expectations for programming and amenities; to utilize environmentally-friendly design and practices where feasible; and to achieve geographic balance when providing outdoor aquatic facilities, based on need and demographics. The County provides six outdoor aquatic facilities, two of which are less than 5 years old and meet contemporary market demands; the other 4 facilities are older than 20 years and do not meet current market demands. Outdoor aquatic facilities are valued recreation amenities within the County and there is demand for investment in enhanced outdoor aquatic facilities.

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Infrastructure priorities
- Decommissioning aging facilities



The Strategy identifies two tiers of outdoor aquatic amenities appropriate for the County: regional level spray parks (higher capital/operating cost, meets market demand for longer) and community level spray decks (smaller scale, lower level amenity design). There are three major parameters for outdoor aquatic facility provision in the County that should be considered: 1) the County will not renovate existing older outdoor aquatic facilities that do not meet contemporary expectations; 2) the County will attempt to balance service provision based on geography and population density; and, 3) the County will provide modern outdoor aquatic facilities at a provision ratio of 1:20,000 residents (current 1:15,933). The Strategy offers a series of recommendations and provides a detailed site assessment tool for identifying new sites for outdoor aquatic facilities and existing sites that may be decommissioned (see p.32).

In the short-term (2017-2021), the Strategy recommends decommissioning the Clover Bar Jr. High and Village on the Lake outdoor aquatic facilities; designing and developing a spray park and amenities at Ardrossan; continuing to operate existing spray pads until no longer operational; and designing and developing one new spray deck at a location identified with the site assessment tool developed. In the mid-term (2022-2026), another two existing facilities should be decommissioned and one additional spray deck with amenities be developed at a location identified with the site assessment tool. Finally, in the long-term (2027-2032), an additional two facilities should be decommissioned.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

Engagement as part of the Strategy development process indicates strong support for outdoor aquatic facilities within the County. The Recreation and Culture Strategy should speak to the decommissioning of outdated amenities, as well as the phased development of new, modern outdoor aquatic facilities. The Strategy recommends decommissioning two outdoor aquatic facilities by 2021, with an additional two to be decommissioned by 2026. New outdoor aquatic facilities should be scaled appropriately (i.e. regional vs. community), be strategically located in areas of strong demand and geographic need, and include, where possible, amenities such as washrooms, shaded areas, ample parking, and with high safety levels.



RE/MAX Spray Park at Broadmoor Lake Park

STRATHCONA COUNTY PARKS MASTER PLANS

URL:

<https://www.strathcona.ca/files/files/at-rpc-final-parks-master-plan.pdf>

LENGTH:

78 pages

YEAR DEVELOPED/ADOPTED:

March 2010

TEMPORAL PERIOD:

N/A

SUMMARY:

The County's Park Master Plans Final Report emerges from the County's Open Space and Recreation Facility Strategy (2008) and provides strategic direction for the revitalization of four major open spaces within the County: Brentwood, Kinsmen/Westboro, Heritage Hills, and South Cooking Lake Park. Enhancing existing facilities and assets, maintaining service levels, ensuring basic accessibility and safety, and addressing ongoing maintenance issues are prioritized. The objective of this document is to provide high-level direction for the development of detailed design plans for each of the four parks, which are some of the most in need of upgrading and revitalization to meet resident needs and expectations. Cost estimates provided within the Final Report are at a Class 'D' order of costing.

The Final Report establishes several high-level guiding principles that should inform the revitalization of the four parks identified above: ensure the safety of all park users; ensure accessibility of facilities; provide a full-range of recreation and leisure opportunities; ensure user comfort, enjoyment, and convenience of use; protect and celebrate nature, create vibrant community places; encourage community ownership, animation, and expression; and invest wisely. Strategic elements for each of the four parks are identified below.

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Infrastructure priorities



Strathcona
County

- Brentwood Park
- Kinsmen / Westboro Park
- Heritage Hills Park
- South Cooking Lake Park

Park Master Plans Final Report

March 23, 2010



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Brentwood Park: Develop additional off-street parking; develop trails; relocate boarded rink; re-grade site to address drainage issues/create sliding area; develop a new spray deck, multi-purpose pad, and art garden; and, tree and shrub planting, entry signage installation, and integration of floral displays.

Kinsmen/Westboro Park: Install lighting in key areas; develop trails; relocate playground; develop new spray deck; re-grade site to create sliding area; enhance snowbank rink; develop new multi-purpose pad; tree planting, entry signage installation, and integration of floral displays; and, improve park maintenance.

Heritage Hills: Develop off-street parking; develop additional trails and redevelop existing trails, with interpretive signage; re-grade site to address drainage issues/create sliding area; enhance snowbank rink; develop new multi-purpose pad; explore feasibility of developing a spray deck; tree and shrub planting, entry signage installation, and integration of floral displays; and, make operational changes (designate area south of Heritage Drive for passive recreation/informal practices).

South Cooking Lake Park: Develop additional trails and redevelop existing trails, including designated on-street routes and interpretive signing, as well as seating nodes; close roadway and expand park, adding new shelters, park amenities, and landscaping; create additional parking for RVs; develop a new playground and multi-purpose pad; repair/upgrade cook shack; tree and shrub planting, entry signage installation, and integration of floral displays; and, develop snowbank rink for leisure skating.

The Class D cost estimate for revitalizing/upgrading each of the four parks is as follows: Brentwood - \$955,000; Kinsmen/Westboro - \$705,000; Heritage Hills - \$720,000; South Cooking Lake - \$856,000. A breakdown of costs and proposed phasing strategy are presented on pages 24 – 35.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

The high-level priorities identified within the Final Report document likely remain relevant to the development of the Recreation and Culture Strategy. The Strategy should also seek to enhance existing facilities and assets, maintain service levels, ensure public accessibility and safety, and address any ongoing maintenance issues identified. The Final Report outlines major deficiencies with each of the four major parks and provides recommendations as to what changes should be made, when they ought to occur, and high-level cost estimates. The Strategy should report progress made on advancing recommendations within the Final Report for the four parks, as well as identify any outstanding items that may be addressed moving forward, if these are still priorities.



FIELD ALLOCATION POLICY

URL:

https://www.strathcona.ca/files/files/at-lls-mph-ser-011-005_-_field-allocation.pdf

LENGTH:

1 page

YEAR DEVELOPED/ADOPTED:

Nov 2017 (last reviewed)

TEMPORAL PERIOD:

To be reviewed in 2020

SUMMARY:

Strathcona County requires that the Recreation, Parks and Culture Department have in place a Field Allocation Policy that provides a distribution system for use of athletic fields to the various sport field users within the County. The County's Field Allocation Policy considers the following uses: special events; public use; department programs; minor sports users; adult users; schools; and, other. The RPC Department is to have a procedure in place for facilitating the implementation of the Field Allocation Policy. The intention of the Field Allocation Policy is to ensure the County has an equitable system for the distribution of fields to various users.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

While there is no clear documentation available online that outlines specific provisions within the Field Allocation Policy, the Recreation and Culture Strategy should consider how new amenities or upgrades to existing fields may affect user demand (i.e. newer fields may be in higher demand than older fields), as well as how equal access to such fields will be upheld in the County moving forward.

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Service delivery



ICE ALLOCATION POLICY

URL:

<https://www.strathcona.ca/files/files/at-lls-mph-ser-011-010iceallocation.pdf>

LENGTH:

1 page

YEAR DEVELOPED/ADOPTED:

Nov 2017 (last reviewed)

TEMPORAL PERIOD:

To be reviewed in 2020

SUMMARY:

Like its Field Allocation Policy, Strathcona County requires that the Recreation, Parks and Culture Department have in place an Ice Allocation Policy. The County intends that its indoor ice arenas provide opportunities for the benefit of residents and enable to pursuit of healthy lifestyle choices. The intention of the Policy is to ensure the County has an equitable system for the distribution of ice to various users. The Policy identifies the following as users: special events; recreational skating; programs; rental by non-profit Minor Ice User Groups; rental by non-profit Junior Hockey or Open Ringette Groups; rental by Strathcona County based Adult Ice User Groups; school bookings; and other users. These groups are listed in terms of priority for allocation.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

The Recreation and Culture Strategy should consider how ice user groups may be affected by the enhancement, development, and potential closure of indoor ice facilities in the County moving forward. Unless sentiment has shifted within the County, the existing priority order for users should be maintained.

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Service delivery



POOL ALLOCATION POLICY

URL:

<https://www.strathcona.ca/files/files/at-lls-mph-ser-011-017-pool-allocation.pdf>

LENGTH:

1 page

YEAR DEVELOPED/ADOPTED:

Nov 2017 (last reviewed)

TEMPORAL PERIOD:

To be reviewed in 2020

SUMMARY:

Like its Field and Ice Allocation Policies, the County also requires the RPC Department to have an equitable system in place to distribute pool space to various users within the County. The Policy prioritizes the following uses, in order: special events; recreational swimming; RPC aquatic programs; rental by non-profit Youth Pool User Groups; rental by registered non-profit Adult Pool User Groups; school bookings; and, private rentals.

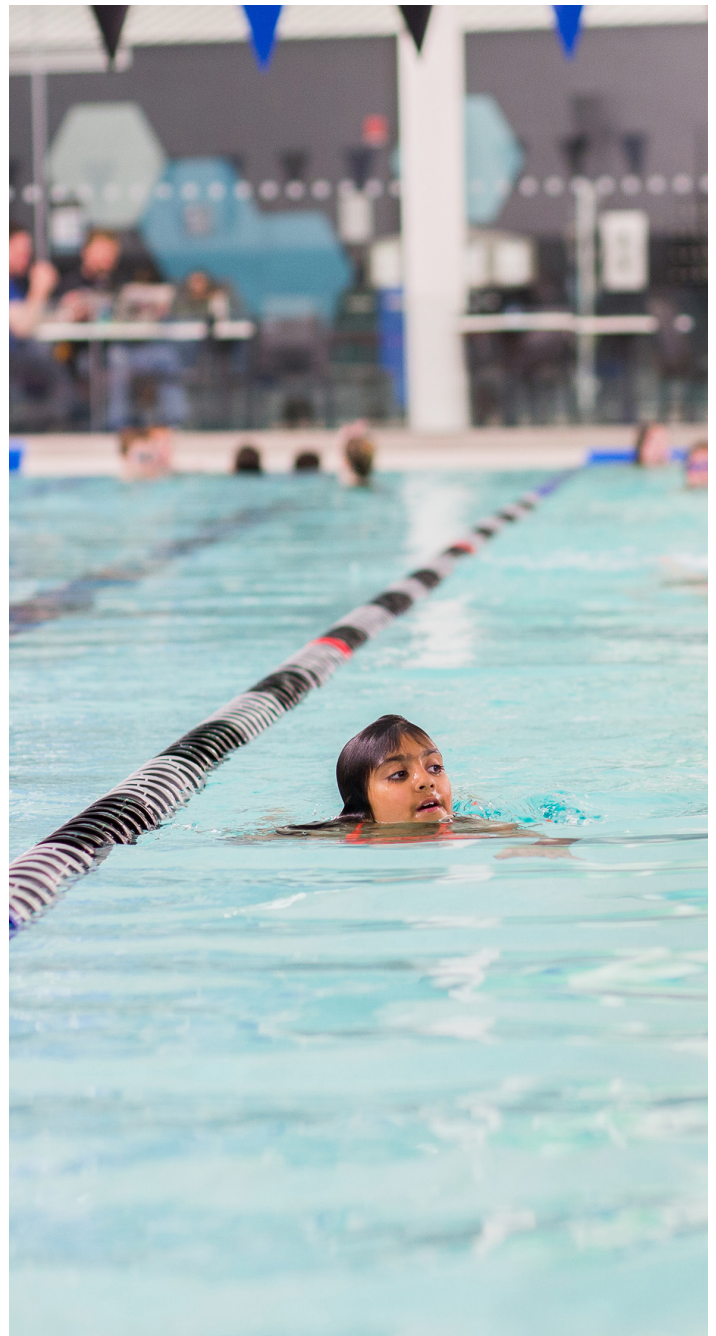
Distribution of hours to user groups within the County is to be determined using a cooperative approach based on input from the user groups identified above. Group representatives will serve on a Youth Pool User Group Committee, whose purpose is to meet annually to determine an agreeable allocation of pool users, as well as to identify and address any issues related to the shared use of pool space.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

The Recreation and Culture Strategy should consider how ice user groups may be affected by the enhancement, development, and potential closure of pool facilities in the County moving forward. In addition, the Strategy Steering Committee and Working Group should work closely with the Youth Pool User Group Committee to ensure that future pool hour allocation is amenable to a wide-range of user groups.

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Service delivery



4 CULTURE AND HERITAGE

This section contains summaries for the following documents.

- Strathcona County Public Art Plan
- Cultural Services Policy
- History and Heritage Policy
- Community Heritage Legacy Framework Report
- Heritage Resources Management Plan
- Strathcona County Heritage Inventory
- Strathcona County Museum and Archives Review



Art Gallery @ 501

STRATHCONA COUNTY PUBLIC ART PLAN

URL:

<https://www.strathcona.ca/files/files/at-rpc-public-art-plan-2014-2019.pdf>

LENGTH:

84 pages

YEAR DEVELOPED/ADOPTED:

June 2014

TEMPORAL PERIOD:

2014 - 2019

SUMMARY:

The County's Public Art Plan, based on the belief that public art enhances and helps define a community's image, provides a five-year plan for integrating art into the public environment, providing both a roadmap for the community as to how public art can enhance the County's public spaces, as well as a set of processes for putting the Art Plan into action. The Plan articulates 28 recommendations for public art in the County, which include:

- Establishing a unified public art collection
- An inventory of public art be created/maintained
- New additions be made to the public art collection
- Public art projects be sited according to Plan criteria
- Designated public art sites be identified during the design process for major public buildings
- Creative strategies be developed to incorporate public art in rural areas
- New strategies be developed for temporary public art installations

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Public art provision
- Public engagement

The County recognizes that public art enhances the quality/ambience of the community's built and natural environments, investing spaces with 'place making' qualities and enhancing the historic, social, cultural and narrative nuances that distinguish districts and locations within the County. Public art has social value (e.g. articulates/discusses community history, contributes to social capital), environmental value (e.g. enhances the beauty/quality of the local environment), and economic value (e.g. provides employment for local artists and generates public interest/attracts tourism). Community input and engagement, sustainability, accessibility, and providing residents with a range of opportunities to experience public art are guiding principles of the Art Plan.

The County's Recreation, Parks and Culture Department is responsible for implementing, managing, and monitoring the implementation of the Public Art Plan, including acting as a liaison between other Departments, artists, and developers. As well, Strathcona County Recreation, Parks and Culture oversees artist selection processes, site planning and preparation, and installation of commissioned artwork. The Department is also responsible for implementing public communication strategies, and creating and maintaining an inventory of the County's public art collection.

The Plan outlines criteria to guide what types of public art should be located at what sites. Visibility (how visible a site is throughout the community), cost, ease of implementation, and whether a site is being developed/improved as a capital project should guide overall selection processes. In addition, type of public art should also be based on the type of site selected. For example, public parks, plazas or squares often are good locations for temporary or permanent installations, whereas neighbourhood parks may be more appropriate for community-based artwork. Other locations such as highways and community gateways provide highly visible locations for permanent public art or signage. For capital projects, public art can also be integrated into the design of the project itself, rather than as something added on later. Finally, major development nodes between urban and rural areas within the County are high-profile locations that provide unique opportunities to utilize public art to improve sense of place, and so forth. The Public Art Plan is set to be reviewed in 2019.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

There are strong potential linkages between the Public Art Plan and Recreation and Culture Strategy in relation to public art enhancing sense of place, improving/contributing to quality of life, celebrating the community's natural and cultural heritage, and creating personal/community dialogues. How public art can be implemented in existing and future open spaces, recreation or cultural infrastructure should be considered within the Strategy



CULTURAL SERVICES POLICY

URL:

<https://www.strathcona.ca/files/files/at-lls-mph-ser-011-012-cultural-services.pdf>

LENGTH:

2 pages

YEAR DEVELOPED/ADOPTED:

Nov 2017 (last reviewed)

TEMPORAL PERIOD:

To be reviewed in 2020

SUMMARY:

The County values culture as essential to quality of life. The County aspires to have a vibrant, inclusive, and diverse culture that reflects community character. The County's Cultural Services Policy outlines the roles and responsibilities of the RPC Director, as well as provides key definitions and a statement of purpose/goals to be achieved by the County's Cultural Services. The Policy acknowledges that a strong arts and culture sector contributes to community wellness and sustainability, fosters civic pride, encourages innovation and entrepreneurship, strengthens education, and furthers economic development. The County endeavors to provide residents and visitors with opportunities to share and celebrate the past, present, and future. Culture is defined as "The way that people in communities or locations classify, symbolize, and represent experiences and act imaginatively or creatively." (p.1)

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Goals and objectives
- Partnerships
- Infrastructure priorities
- Programming
- Events

The Policy outlines several responsibilities of the RPC Director. These include:

- Encouraging the development of new organizations and activities by advocating for a broader definition of arts and culture.
- Developing/expanding a fee for services relationship with the Arts and Culture Council of Strathcona County (ACCSC) to strengthen long-term sustainability of the arts, heritage, and culture services providers.
- Expanding the Permanent Art Collection into a comprehensive Public Art Program.
- Facilitating support and expansion of the Arts Culture & Heritage Community Investment Program and ensuring operational sustainability, accessibility, and inclusivity of County cultural assets, facilities, and non-profit organizations.
- Exploring how to incorporate arts, culture and heritage into the County's sustainability platform.
- Evaluating the need for expanded and additional facilities for cultural activities within the County.
- Work with partners to expand public knowledge, access to, and involvement in arts and culture.
- Facilitating programs offered by not-for-profit community organizations while enhancing County programs.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

Of the County's three Municipal service policies, its Cultural Services Policy is the most robust. The Policy provides clear direction for the RPC Director in terms of the importance of culture and key objectives to be accomplished by 2020. These objectives should be reflected within the Recreation and Culture Strategy document. More tangible objectives include developing/expanding a fee for services relationship with ACCSC, developing a Public Art Program, expanding the Arts Culture & Heritage Community Investment Program, evaluating the need for expanded/additional facilities for cultural activities, and to continuing to facilitate County-led arts and culture programming. The Policy acknowledges Cultural Services as a champion of excellence in terms of ensuring access to culture, as well as in promoting the important role culture plays in community well-being, economic vitality, and educational quality.



Clay Hut @ Smeltzer House

HISTORY AND HERITAGE POLICY

URL:

<https://www.strathcona.ca/files/files/at-lls-mph-gov-002-027-history-and-heritage.pdf>

LENGTH:

4 pages

YEAR DEVELOPED/ADOPTED:

May 2011 (last reviewed)

TEMPORAL PERIOD:

To be reviewed 2021

SUMMARY:

The County's History and Heritage Policy speaks to the importance of history and heritage to advancing the County's Strategic Plan objectives (note: Strategic Plan has been updated). The History and Heritage Policy states that the County shall safeguard and conserve local history and heritage by integrating history and heritage into overall County plans, operations, and communications, and by developing and implementing plans and strategies specific to history and heritage. The Policy describes the roles and responsibilities of various department Directors within the County, outlining objectives and opportunities to strengthen history and heritage.

Implementation of the County's Heritage Resources Management Plan is the responsibility of the Director of Corporate Planning & Intergovernmental Affairs. Implementing the County's Community Heritage Legacy Framework is the responsibility of the Director of Communications. Heritage planning, developing a Heritage Register and processes for registering historic properties, and maintaining the Commemorative Names Registry is the responsibility of the Director of Planning & Development.

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Philosophical foundations
- Programming
- Events

Finally, identifying heritage programming in place and identify new opportunities for such programming, working with community groups to promote heritage awareness and conservation, and identify and promote heritage awareness programs/events is the responsibility of the Director of Recreation, Parks, & Culture.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

While the Director of Recreation, Parks, & Culture's responsibility within the County's History and Heritage Policy focuses on programming, working with community groups, and promoting heritage-focused events, other County departments' efforts related to history and heritage will affect what types of programming and events may be of interest to the community. Directors within Corporate Planning & Intergovernmental Affairs, Communications, Planning & Development, and others determined necessary, should be engaged during the Recreation and Culture Strategy development in areas related to culture, history, and heritage. The Strategy should reflect the responsibilities assigned to the Director as well as seek to advance history and heritage initiatives more broadly within the County.

COMMUNITY HERITAGE LEGACY FRAMEWORK REPORT

URL:

<https://www.strathcona.ca/files/files/att-comm-communityheritagelegacyframeworkreport.pdf>

LENGTH:

71 pages

YEAR DEVELOPED/ADOPTED:

December 2009

TEMPORAL PERIOD:

N/A

SUMMARY:

The purpose of the Community Heritage Legacy Framework is to guide and influence new and existing policies and plans to encourage development focused on history and heritage, as well to strengthen the County's commitment to preserving its history and heritage more generally. There are 10 major recommendations advanced within the Framework, including:

- Integrate history and heritage perspectives into existing and future County plans, policies, programs, and events
- Establish a heritage policy that takes an integrated approach to managing the County's tangible, natural, and intangible cultural heritage.
- Develop an inventory of the County's intangible heritage and continue collecting records and accounts of the County's history and heritage
- Bolster efforts to build capacity within community groups focused on history and heritage, as well as the Strathcona County Museum & Archives
- Provide engagement, learning, and training opportunities to increase County staff and residents' awareness of local history and heritage

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Partnerships
- Supporting community groups
- Programming



Photo courtesy of Strathcona County Museum & Archives

Strathcona County

Community Heritage Legacy Framework



December 2009

Strathcona
County

Links between the Framework and the Open Spaces and Recreation Facilities Strategy (OSRFS) include planning for Bremner House, community halls, the Museum, and provision of interpretive signage. The RPC Department contributes to strengthening/preserving County heritage through initiatives/programs such as the Strathcona County Art Collection, operating the Smeltzer House, promoting the Communities in Bloom initiative, and providing grants to community organizations to develop programs and events related to arts, culture, and heritage.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

The RPC Department supports heritage through a variety of avenues, primarily through programming and support to organizations focused on history and heritage. The Recreation and Culture Strategy should speak to the importance of history and heritage to resident sense-of-place, identity, and the overall quality of life within the County, as well as outline opportunities for increasing resident access to history and heritage programs and events.



HERITAGE RESOURCES MANAGEMENT PLAN

URL:

<https://www.strathcona.ca/files/files/attachment-comm-heritageresourcefinalreport-6-15-09.pdf>

LENGTH:

50 pages

YEAR DEVELOPED/ADOPTED:

December 2009

TEMPORAL PERIOD:

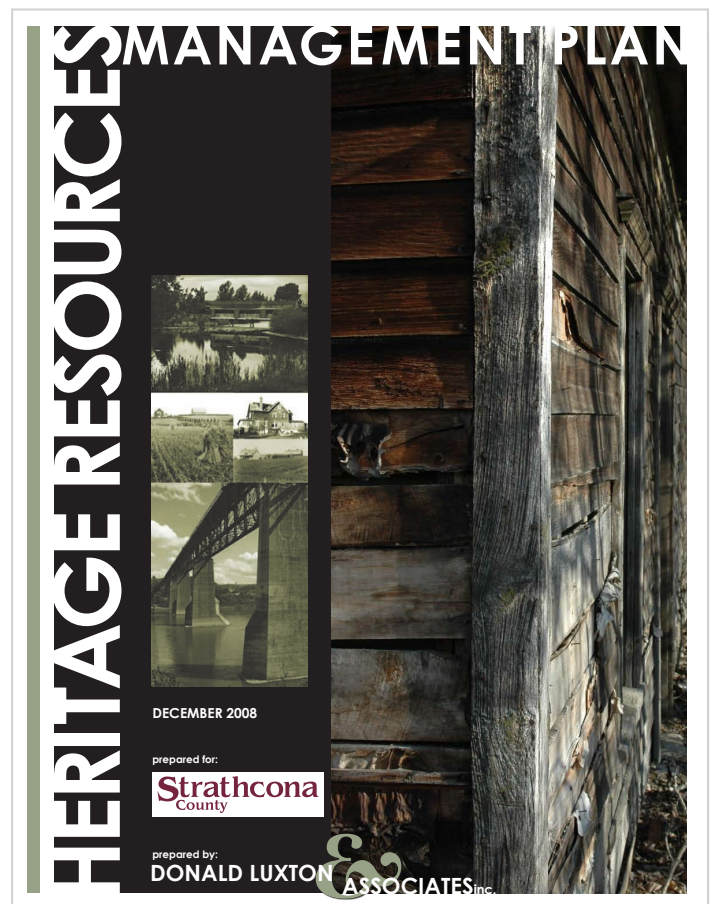
Unknown

SUMMARY:

The purpose of the Heritage Resources Management Plan is to provide the County with a policy framework to enhance heritage conservation initiatives while involving the broader community and private property owners. The Plan's vision states that "Strathcona County has a rich legacy of urban and rural buildings and natural landscapes that define the community. As a rapidly growing community, we must plan for tomorrow without forgetting by the past." (p.3). The Plan recommends the County enhance heritage conservation through planning, education and awareness, and partnerships. The Plan identifies immediate (12-24 months of plan adoption), medium-range (24-60 months), and long-range (within 10 years of plan adoption) actions that the County should take to enhance heritage. The Heritage Resources Management Plan considers both tangible (e.g. buildings, structures) and intangible (e.g. family histories, cultural traditions) within the scope of heritage management.

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Infrastructure priorities
- Partnerships
- Communications



IMMEDIATE TERM ACTIONS:

- Adopt a Heritage Register via Council resolution, along with policies and procedures for protecting heritage resources.
- Assess sites identified as having potential heritage value
- Develop a process for how properties on the Heritage Register may be designated as a Municipal Historic Resource.
- Improve access to archival information.
- Work with community groups and private heritage owners to promote heritage awareness, programming, and conservation activities.

MEDIUM-RANGE ACTIONS:

- Consider establishing a Heritage Advisory Committee to advise Council on heritage-related issues.
- Continue to add sites to the Heritage Register.
- Develop a Heritage Stewardship Policy for county-owned heritage sites.
- Establish incentives to empower the heritage management program
- Recognize heritage conservation as a core municipal function within the County's municipal planning framework
- Develop communication strategies for cultural landscapes and archaeological resources.

LONG-RANGE ACTIONS:

- Update the Heritage Resources Management Plan and Register as needed.

The Heritage Resources Management Plan also provides a high-level overview of tangible heritage assets within the County (e.g. homes, schools, etc.) and an overview of the legislative framework that supports or enables heritage management within the County. The Federal Government's Standards & Guidelines for the Conservation of Historic Places in Canada guides the Province of Alberta's approach to heritage management. The Province supports heritage through the Municipal Heritage Partnership Program and provides funds via the Alberta Lottery Fund. At the municipal level, heritage planning (e.g. dedicated heritage planners, a Heritage Register, etc.), education and awareness programs, and partnerships (e.g. community groups, private sector, establishment of a heritage advisory council) are viewed as best practices.

As mentioned above, the Heritage Resources Management Plan establishes a number of actions and timelines for the County to pursue. As the Director of Recreation, Parks, & Culture's responsibility in relation to heritage includes programming, working with community groups, and promoting heritage-focused events, there are a number of relevant implementation items presented. The plan identifies the following actions as the responsibility of Recreation, Parks and Culture (in whole or in part).

- Assess heritage value of sites currently identified as potential heritage resources.
- Develop a Heritage Stewardship Policy for County-owned heritage sites, which includes developing conservation plans, maintenance strategies, and applying for grants.
- Improve access to archival information by supporting the Strathcona County Museum & Archives, as well as by determining need for a corporate archivist.
- Work with community groups to promote heritage awareness through programming, including reviewing programming in place, identifying new opportunities, determining program delivery responsibilities, and finding resources for program delivery.
- Work with community groups to promote heritage conservation throughout the County by engaging with non-profit societies and heritage initiative groups.
- Work with private heritage owners to promote and encourage heritage conservation by providing assistance and incentives to private owners to achieve heritage conservation.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

The primary objective of the Heritage Resources Management Plan is to expand the County's inventory of heritage assets, conserve and maintain existing assets, and to promote history and heritage through partnerships with community groups. Within the County's History and Heritage Policy, the Director of Recreation, Parks, & Culture's responsibility within the County's History and Heritage Policy focuses on programming, working with community groups, and promoting heritage-focused events. The Recreation and Culture Strategy should speak to the value of history and heritage as it relates to quality of life, sense of place, and shared values within the County, as well as present strategies for preserving/promoting heritage. Working with community groups and other County departments to identify potential heritage assets and how best to integrate history and heritage into revitalization of facilities and amenities (or within new projects) should inform the development of the Strategy.

STRATHCONA COUNTY HERITAGE INVENTORY

URL:

<https://www.strathcona.ca/files/files/at-comc-historic-inventory-site-march-2014.pdf>

LENGTH:

198 pages

YEAR DEVELOPED/ADOPTED:

2014

TEMPORAL PERIOD:

N/A

SUMMARY:

The Strathcona County Heritage Inventory expands upon an earlier Heritage Survey to identify sites within the County that have the potential to be designated as a Municipal Historic Resource. There are 25 sites within the County that meet provincial standards for heritage significance and integrity. For each of the 25 sites, a brief statement of significance is presented outlining why the site is significant to the heritage of the County. These statements of significance also provide information for the development of heritage awareness, education and interpretation programs, and for promoting tourism.

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Infrastructure priorities



The following sites are identified within the Heritage Inventory:

- Métis Log House
- Frontiersmen War Memorial
- Deville Store and Post Office
- Heitmann Farm Site
- South Cooking Lake Store and Post Office
- Percy Manning Cottage
- North Cooking Lake Store and Hotel
- Wunderly Farm Site
- Charles Hill Residence
- Deer Mound Geodetic Survey Tablet
- Sherwood Park Fire Station
- Harvey Stone Barn
- Ardrossan 1910 United Church
- Reynolds Residence
- Bodell Residence
- Partridge Hill School
- Partridge Hill Teacherage
- Good Hope Standard Church
- Lawrence Residence
- Mohr Farm Site
- Doze Residence
- Bott/Radke Residence
- Josephberg United Church of Christ and Church of Christ Parsonage
- Original Victoria Trail.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

The Heritage Inventory is an excellent resource that should be drawn upon when considering how to integrate such assets into a broader heritage/cultural section within the Recreation and Culture Strategy. Potential themes, contributions of assets to community heritage, and physical locations of sites are identified within the Inventory. Sites are geographically dispersed throughout the County, offering opportunities to both enhance/expand cultural or heritage amenities outside of the urban service area, as well as opportunities to establish new amenities (e.g. parks, gathering spaces) on County-owned lands. The Recreation and Culture Strategy may wish to explore how heritage sites can be integrated into existing/future trail systems and the County's Active Transportation network ambitions. Such integration may facilitate increased rural tourism and strengthen community awareness of the County's history and heritage.

The Recreation and Culture Strategy may wish to speak to specific heritage sites where appropriate, focusing on how these sites can be enhanced or rehabilitated to support County Strategic Plan goals/outcomes, as well as strengthen partnership opportunities to provide cultural/heritage programming in collaboration with community groups.

STRATHCONA COUNTY MUSEUM AND ARCHIVES REVIEW

URL:

<https://www.strathcona.ca/council-county/public-engagement/museum-review/>

LENGTH:

69 pages

YEAR DEVELOPED/ADOPTED:

2018

TEMPORAL PERIOD:

N/A

SUMMARY:

The Board of the Strathcona County Heritage Foundation presented to County Council in early 2018 to share their concerns and limitations of the museum facility and its operations. The Board requested public funds to assist with their needs. Council approved funding to undertake a review of their current operations, and complete an assessment to identify options for the museum in the future. Four operating scenarios and were identified as options for the immediate future followed by four visioning scenarios. Visioning scenario #1 is the preferred approach for the Board.

OPERATING SCENARIOS:

1. Continue to support the Strathcona County Museum and Archives through a formal agreement, providing incremental funding in the amount of \$200,000 annually plus inflation, total of \$361,650, to ensure the stability of the current operations.
2. Take on the governance and operations of the Strathcona County Museum and Archives – an incremental increase of \$339,000 plus inflation annually; impacts the budgets and workloads of eight County departments; estimated total funding \$500,000.
3. Close the Strathcona County Museum and Archives – \$158,000 for one year, reduces to \$0 in subsequent years.
4. Hybrid of Operating Scenarios 1 and 2: Immediate incremental increase of \$200,000 for the first three years, totaling \$361,650, with increased funding by year 4 (2022).

CONSIDERATIONS FOR RECREATION AND CULTURE STRATEGY DEVELOPMENT

- Infrastructure priorities



VISIONING SCENARIOS:

1. Plan for a new Museum and Archives in Centre in the Park.
2. Plan for a new Museum and Archives outside of Centre in the Park.
3. Keep the Museum and Archives where it is.
4. Close the Museum and Archives.

RELEVANCE TO THE DEVELOPMENT OF THE RECREATION AND CULTURE STRATEGY:

The Strategy will likely be referred to for guidance on which visioning scenario to undertake.

5 KEY FINDINGS

Vision



Strathcona County has a long-term vision to become **Canada's most liveable community**.

Many of the plans have broad **goals and objectives** that the Recreation and Culture Strategy can strive to accomplish:



Providing residents with programming that meets changing needs.



Creating opportunities to be healthy and active.



Ensuring accessibility and affordability of cultural, recreational, and social infrastructure.



Creating new strategic partnerships with businesses and community organizations.



Enhancing the accessibility, efficiency, and integration of County trails within a broader multi-modal transportation system.



Fostering community buy-in via innovative and accessible engagement strategies.



Collaborating with other municipalities and institutions to advance innovative solutions to changing needs, make efficient use of infrastructure, and advance economic diversification.

During the development of the Recreation and Culture Strategy, **infrastructure** priorities from various plans will have to be revisited and prioritized:



Aquatic facilities



Cultural facilities



Outdoor aquatics



Heritage facilities



Off-leash dog parks



Parks



Sports fields



Trails

Allocation policies are already in place for ice arenas, pools, and fields.

Key themes found throughout the planning review include:



The County's Municipal Development Plan states that **investment** in infrastructure, quality services, cultural and recreational programs and facilities is a priority.



Partnerships are a key theme in many County planning and policy documents.



Maintaining existing facilities and spaces is a priority identified in County plans.



Some direction for **programming** is provided. Focus areas for programs should include culture, history, heritage, and events.



Active transportation is highlighted as a priority across multiple planning documents.



The inclusion of **public art** is required during infrastructure development and enhancement.



One of the existing plans recognizes that **decommissioning aging facilities** might be required in the near future.

The County's existing plans and policies lay a solid **philosophic foundation** in which the Recreation and Culture Strategy can build upon. Key themes found throughout existing plans include:



Accessibility



Transparency



Inclusion



Fiscal Responsibility



Affordability



Public Engagement



Health and Wellbeing



Environmental Preservation



Safety



Heritage Preservation

