

# Recreation and Culture Strategy

A community-driven approach for a healthy and livable Strathcona County

July 2019

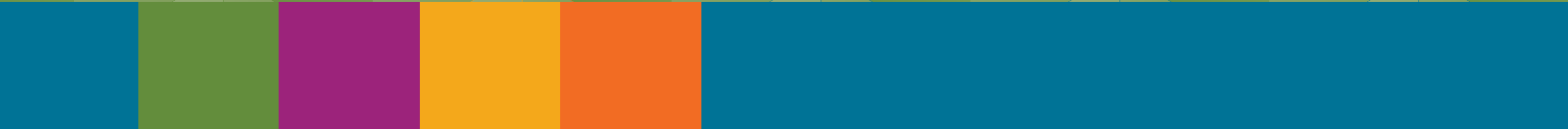


# Acknowledgements

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

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

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





# Recreation

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

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

# Culture

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

**Conceptual Framework for Cultural Statistics 2011**



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Strathcona Wilderness Centre - 12 km multi-use trail

# 1 Introduction

**Recreation and culture opportunities are recognized as essential to the overall well-being of individuals and the community in Strathcona County.** Research has proven that people who participate in recreation and culture activities lead healthier lifestyles and are more socially connected than those that don't. Strathcona County recognizes these benefits and strives to be a leader in the delivery of recreation and culture opportunities to foster a community focused on its citizens' well-being.

This new strategy plans for the next 12 years of recreation and culture priorities in alignment with the County's overall strategic goals. The intent is to provide guidance not only for the County, but also for all those involved in providing recreation and culture opportunities in the community.

**The overall delivery of recreation and culture opportunities in Strathcona County is achieved through combined efforts and investment by local government, non-profit organizations and community groups, as well as private businesses.** Careful consideration must be made to ensure fair access for all regardless of age, ability, ethnicity, financial circumstance, geography or self-identity.

Through successful collaboration between the County and community members, the following outcomes are what we strive to achieve together:

1. Recreation and culture opportunities contribute to the well-being of all **individuals**.
2. Recreation and culture opportunities contribute to the cohesion, vibrancy and overall well-being of our **community**.
3. High-quality recreation, parks and culture **spaces and places** are created and maintained.

To ensure this strategy is collaborative and relevant for all, a Community Advisory Committee was established at the onset. The purpose of this Committee was to provide advice to Strathcona County administration and act as a broad and diverse sounding board to ensure the needs of all community members were considered. The Advisory Committee provided rich insight at all stages of the process and assisted in the assessment of issues and challenges.

"If we all work from the same playbook, we will achieve much more than we would in isolation."

— *Community Conversation participant (2019)*

**This strategy not only aims to enhance the recreation and culture delivery system in the County, but also emphasizes the importance of sustaining what is already working well.** It provides a foundation to align stakeholders, including regional partners, and steer efforts and investment in recreation and culture opportunities to best meet community needs. The strategy

identifies ways that all stakeholders can work together to address key challenges and issues.

Priorities and potential actions have been categorized in five areas of focus:

1. Community needs
2. Inclusion
3. Building capacity
4. Environmental stewardship
5. Fiscal responsibility

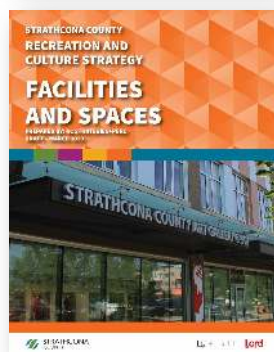
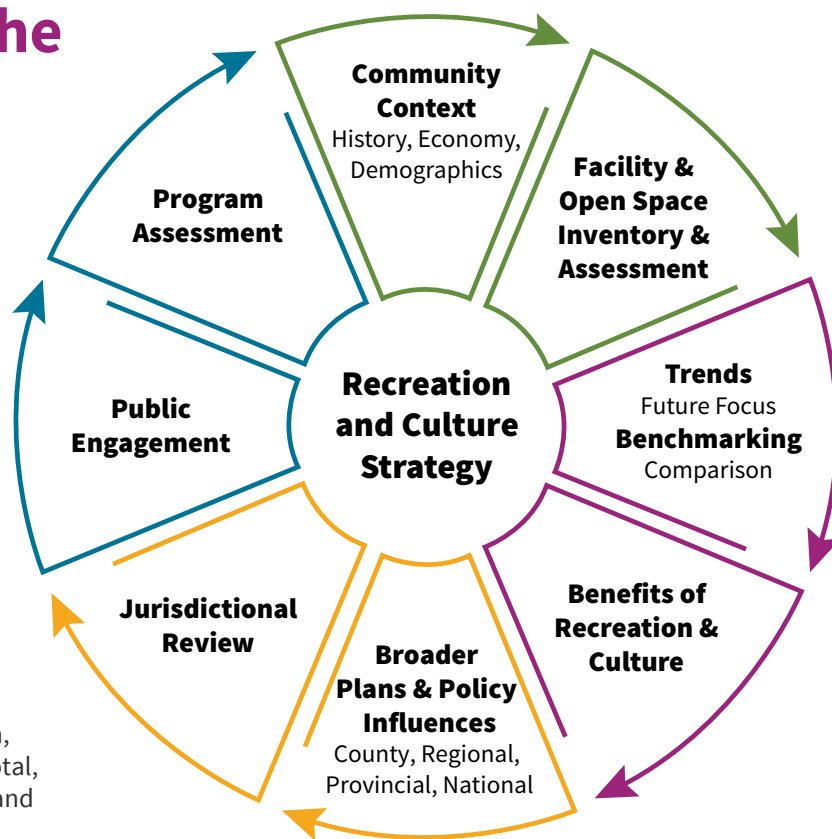
Direction provided within the Recreation and Culture Strategy will move Strathcona County closer to its goal of being **Canada's most livable community**.



# Inputs that informed the new strategy

In order to develop this strategy, it was first important to understand the **state of recreation and culture in Strathcona County** when the project was initiated (in 2018). Much work was completed in analyzing population and demographic data, assessing current inventories of facilities, spaces, and programs, and reviewing Strathcona County, regional, provincial, and national trends, policies and frameworks.

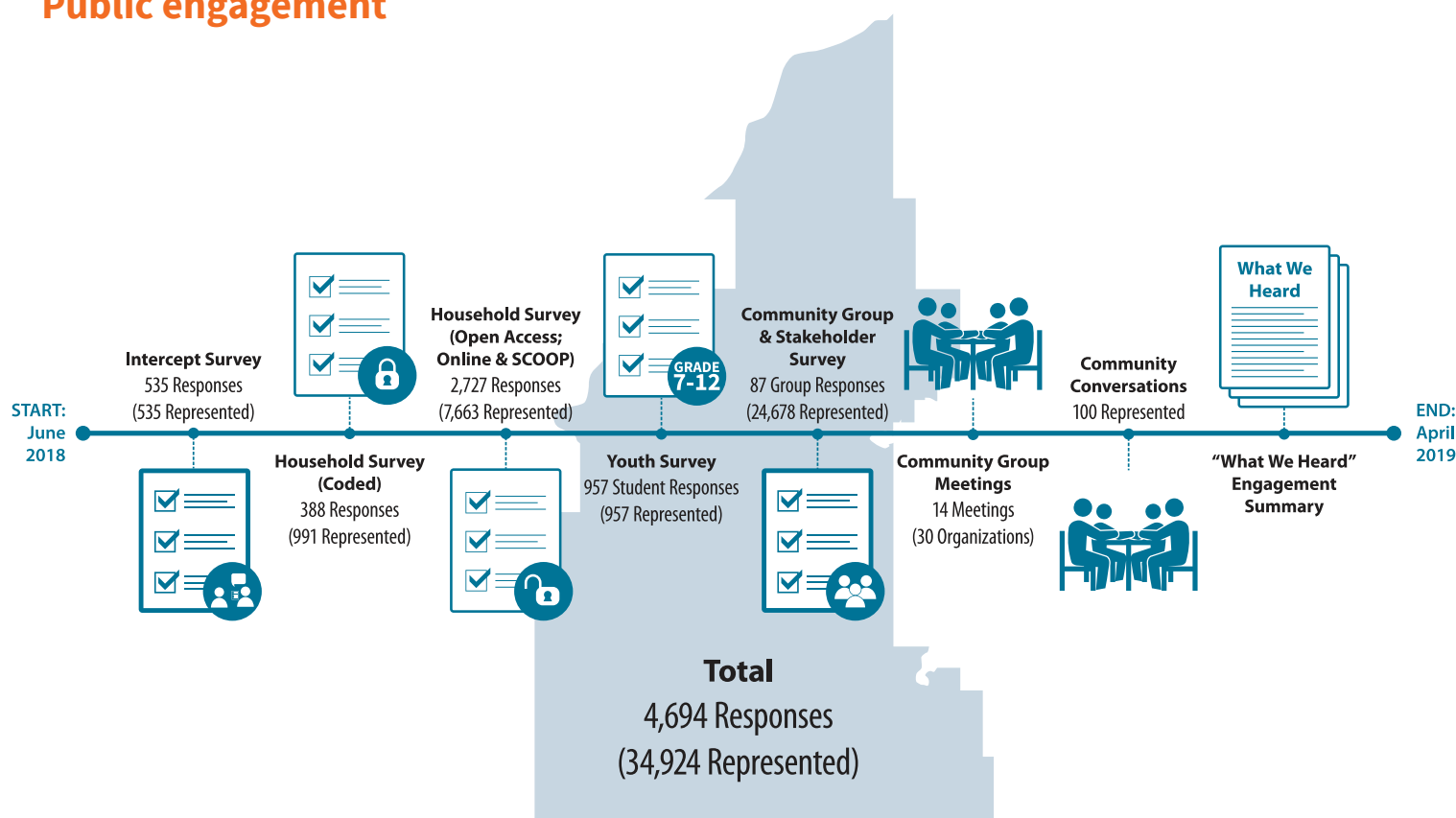
One of the most important indicators of the current state of recreation and culture, and a key reference in determining what the future could or should look like, was the **input and insight gathered from the Strathcona County community**. Input was gathered from the general public in a variety of ways, including household surveys, focused insight from youth, and facilitated discussions with community groups. In total, the perspectives of over 34,000 citizens<sup>1</sup> were gathered and considered in the planning process.



<sup>1</sup> Includes all perspectives represented through the various means of public and stakeholder engagement; it is likely that some duplication occurred between different tactics employed.



## Public engagement



This image identifies the number of responses collected through each survey as well as the number of perspectives represented. Three hundred eighty-eight (388) households participated in the coded-access household survey, providing responses on behalf of the 991 people living in those households<sup>1</sup>. The coded survey findings are considered statistically representative of the County's population because a random sample of households were invited to participate. The 2,727 households responding to the open-access household survey represented an estimated 7,663 people<sup>2</sup>. After reviewing the findings of the Community Group and Stakeholder Survey, 87 organizations provided a response on behalf of their 24,678 members and participants.

1 On average 2.55 people live in each of these residences.

2 On average 2.81 people live in each of these residences (Strathcona County 2018 Census)

# Strategic alignment

When developing the **Recreation and Culture Strategy**, existing County strategic planning documents, as well as overarching regional recreation frameworks, were considered to ensure alignment to Strathcona County goals.

Strathcona County's overarching Strategic Plan considers everything the organization does for citizens and visitors. The Strategic Plan outlines a vision for the County as a whole: **"to become Canada's most livable community."**

In taking a holistic approach to the delivery of recreation and culture opportunities, this strategy will also aide in advancing a number of goals listed in the County's Strategic Plan. In particular, it speaks directly to the following goals:

- Build strong communities to support the diverse needs of residents;
- Manage, invest and plan for sustainable municipal infrastructure;
- Provide facilities and services that are available and accessible to residents;
- Ensure effective stewardship of water, land, air and energy resources; and
- Provide opportunities for public engagement and communication.

In addition to the Strategic Plan, the County's **Social Framework** provides community endorsed guidance towards creating a supported, safe and connected community for all. In order to ensure recreation and culture opportunities are available to all, this strategy intentionally aligns work with the following four outcomes of the Social Framework:

- **Affordability:** Citizens have an increased capacity to meet their basic needs.
- **Access to Programs and Services:** Citizens have straightforward access to programs and services that are easy to find.
- **Safety:** Citizens feel physically, emotionally, spiritually, and mentally safe.
- **Connectedness and Inclusion:** Citizens are connected to one another, and their individual differences are valued and respected.

## Continuity

The current Open Space and Recreation Facility Strategy (OSRFS) will be transitioned to the new Recreation and Culture Strategy. Current master plans and strategies under the umbrella of OSRFS will continue to be implemented. As a living and dynamic strategy, the OSRFS provided guidance and direction for the provision of publicly funded recreation and culture spaces and places from 2008 to 2023 through a short, medium and a long-term phased approach.

As we enter into the final phase of the OSRFS, the focus has shifted into transitioning to the new Recreation and Culture Strategy as part of reassessing the changing needs and priorities of the community. The new strategy will expand OSRFS's focus on revitalizing and introducing new indoor and open space infrastructure to include a more holistic view of recreation and culture priorities in the community.

Although most of the initiatives outlined in the OSRFS have been achieved, those that remain will be revisited and, if relevant, carried forward in the implementation process of the new strategy.



Emerald Hills Regional Park - Skating Pathway



# 2 Foundation

**The Recreation and Culture Strategy gives support to all recreation and culture providers in Strathcona County by encouraging them to work together, leverage resources, and respond to community needs.** The entire community will benefit from a coordinated approach.

**The foundation** for this strategy is based upon one overarching goal, three outcomes and seven principles. These elements set a foundation that grounds the strategy and accounts for changing community needs.

This foundation is the fabric that connects recreation and culture providers and participants. It is the basis upon which benefits are achieved and serves as the starting point for collaboration.

**Public recreation and culture opportunities are a social good.** They provide a number of benefits to citizens in the County that cannot be ignored. Delivering opportunities for this social good is central to the efforts of all stakeholders, integral to the County's overarching community perspective, and is the basis for striving to keep all opportunities as accessible as possible to as many people as possible.

The strategy goal, outcomes and shared principles have been developed by engaging with community stakeholders, researching industry trends and best practices, and considering our community profile as well as County strategies, plans and policies.



Broadmoor Lake Park, Kinsmen Leisure Centre and Sherwood Park Arena/Sports Centre

## Foundation overview

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



## Strategy goal



**Relevant recreation and culture opportunities are available to all, making Strathcona County Canada's most livable community.**

The goal and purpose for this strategy is directly aligned with Strathcona County's Strategic Plan. A livable County is one with a vibrant, diverse, and welcoming recreational and cultural scene. A livable County is one in which citizens are healthy, creative and connected to each other and their communities.

**Recreation and culture opportunities lead to individual and community well-being. This is important work towards achieving Strathcona County's overarching goal of becoming Canada's most livable community.**



Festival Place - Musical Theatre

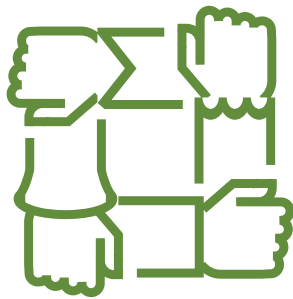


# Outcomes

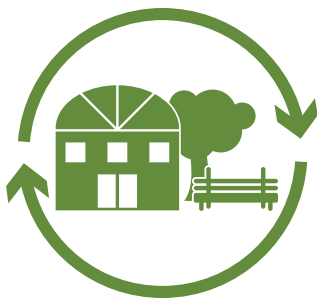
The following outcomes describe how recreation and culture opportunities foster livability and well-being. They explain what is intended with collective investment and effort enabling recreation and culture opportunities.



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



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



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



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

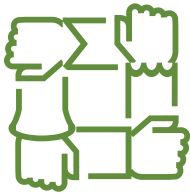
- People of all ages and abilities have the opportunity to participate in enjoyable activities that facilitate being physically active throughout their lives and promotes physical literacy.
- People of all ages and abilities have the opportunity to participate in creative activities, appreciate the arts,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



Emerald Hills Leisure Centre - accessible whirlpool



Glen Allan Recreation Complex



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

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



Festival Place - Patio Series





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

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



Broadmoor Arena and Clubhouse



Strathcona Wilderness Centre



Glen Allan Recreation Complex



Broadmoor Lake Park and Festival Place

# Shared principles

Further to the goal, and the outcomes meant to support it, the following guiding principles are also integral to the future success of recreation and culture opportunities. These principles are designed to help support both the County and the community in delivering recreation and culture opportunities together in Strathcona County.



## Access for all

**We don't leave anyone out.** In order to achieve the greatest benefits from recreation and culture, we strive to be accessible for all regardless of age, ability, ethnicity, self-identity, financial circumstance or geography. This means reducing barriers to participation where able, ensuring opportunities are relevant, and including all facets of the community in the recreation and culture scene.



## Championing

**We are top of mind.** There are many physical, community, and mental benefits that emerge from recreation and culture opportunities in the County. These benefits will be understood by everyone in the community and will help to motivate participation, generate support, and ensure that a recreation and culture perspective is considered when major community decisions are made.



## Continuous learning

**We share our stories, lessons learned and our history.** In order to build capacity in the recreation and culture delivery system, stakeholders are encouraged to research best practices and share knowledge and experiences with each other. If an organization is experiencing a specific challenge, it is likely that someone else has recently overcome a similar challenge. Reflecting on lessons learned from each other will help inform and improve the overall delivery system. Sharing success stories related to recreation and culture in the County will also enhance awareness of how valuable these services are.



## Collaboration

**We work together.** Recreation and culture opportunities are provided by a variety of organizations and stakeholders. Although many have specific interests, rallying behind shared outcomes will strengthen collaboration and improve effectiveness and efficiency of the delivery system. All stakeholders helping to enhance recreation and culture participation will achieve greater levels of success; working together will help achieve this.



## Forward thinking

**We are innovative and creative.** Leading practices in recreation and culture provision are found in Strathcona County. Despite high levels of satisfaction, we can always look for ways to continually improve by exploring best practices, finding efficiencies and collaborating to maximize the benefits that recreation and culture opportunities provide.



## Stewardship

**We value the land, air, water and biodiversity.** The indoor and outdoor spaces where recreation and culture activities occur are important aspects of the natural and built environments. Natural areas and parks clean our air and water and support biodiversity. Recreation and culture facilities and open spaces need to be planned, designed and operated with environmental impacts in mind.



## Viability

**We are responsible.** Being accountable for both existing and future service levels and infrastructure means delivering opportunities as efficiently as possible. Efficiencies created on delivering existing recreation and culture opportunities can then be applied to expand service levels and introduce new opportunities where possible.

# 3 Areas of focus

Five areas of focus have been identified through the engagement and research process. They each contain several priorities that **are applicable to recreation and culture stakeholders**. The order of their presentation does not imply a level of priority ranking.

#### **Community needs**

*Identifying, prioritizing and serving the needs of the community*

#### **Inclusion**

*Addressing barriers to participation*

#### **Building capacity**

*Exploring partnerships and collaboration*

#### **Environmental stewardship**

*Respecting the natural environment*

#### **Fiscal responsibility**

*Making the most of our resources*

While the previously described foundation is meant to remain consistent for multiple planning cycles, the areas of focus may be revisited more often depending on progress and emerging issues. These areas of focus are intended to serve recreation and culture stakeholders for the next 10 to 12 years.

Support for these areas of focus can be found in the engagement and research reports conducted throughout the project:

- *What We Heard* report;
- County Plans and Policies;
- Broader Planning Review;
- Trends and Best Practices;
- Facilities and Spaces; and
- Community Profile.







# Community needs

*Identifying, prioritizing and serving the needs of the community*

## Priorities

### Identify community needs

- Engage the broader public in identifying potential recreation and culture assets and needs to build on strengths and fill gaps
- Invite meaningful, coordinated and focused input related to recreation and culture provision
- Be aware of regional needs and identify potential synergies

### Prioritize community needs

- Establish criteria to prioritize potential recreation and culture projects and initiatives
- Develop an evidence-informed decision-making process to provide rationale for investments and effort in recreation and culture service delivery
- Communicate the decision-making process including the criteria used to prioritize needs with all interested community groups and stakeholders

### Investigate feasibility of identified needs

- Understand the benefits of potential new recreation and culture facilities, spaces and opportunities
- Examine the capital, operating and other impacts of potential new recreation and culture facilities, spaces and opportunities
- Explore potential ways to move forward, including partnerships and collaboration, for recreation and culture facilities, spaces and opportunities

### Appreciate the investment and effort provided within the recreation and culture community

- Advocate for recreation and culture facilities, spaces and opportunities in an educated manner, showcasing benefits and understanding of cost impacts
- Value all stakeholder investment in both recreation and culture facilities space and opportunities



Ardrossan Recreation Complex - Edu-tainment Centre





## Community needs

*Identifying, prioritizing and serving the needs of the community*

### Supporting research

#### What We Heard report

 Almost three-quarters (73%) of organizations think there is a need for Strathcona County to enhance its indoor recreation and cultural facilities or create additional ones. Offices and storage, multi-use program and meeting spaces, gymnasiums, indoor fields, and multi-purpose sport surfaces were identified most often.

 The top five indoor and outdoor priorities identified in the Household Survey were:


» Indoor:

1. Fitness/wellness spaces
2. Fitness tracks
3. Swimming pools
4. Indoor playgrounds
5. Indoor fields


» Outdoor:

1. Trails (non-mechanized)
2. Campgrounds
3. Swimming pools
4. Natural areas
5. Dog parks


#### County plans and policies

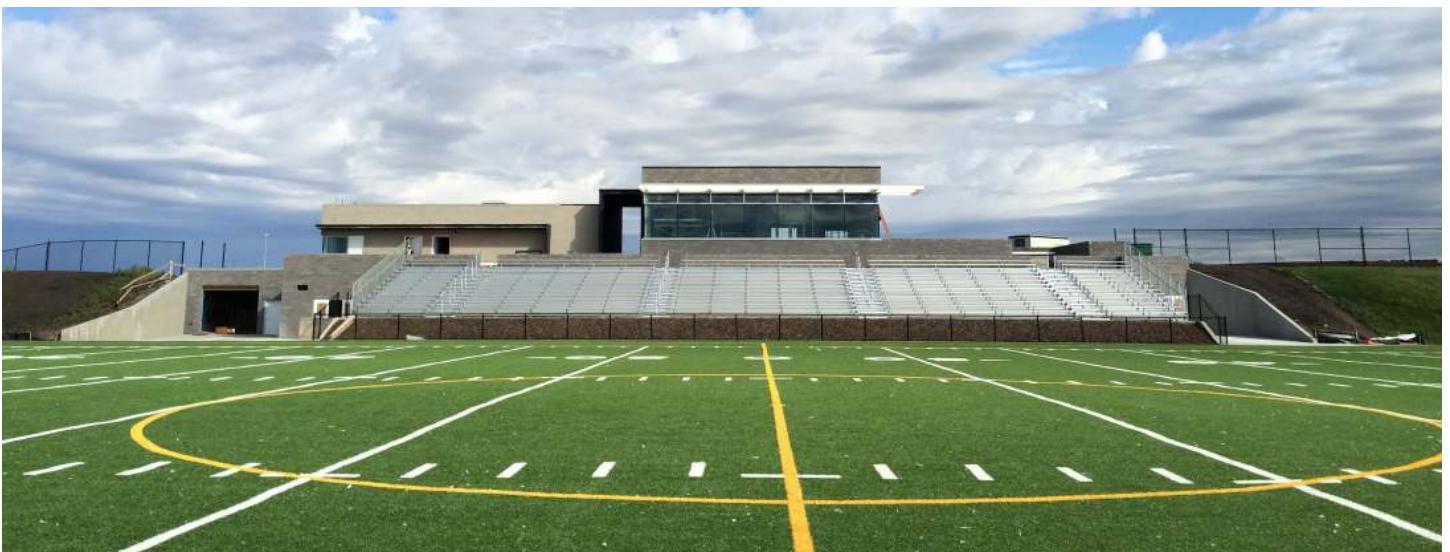
 Goal one in the County's Strategic Plan is to build strong communities to support the diverse needs of citizens. This includes an outcome that programming meets the changing needs of residents.

#### Broader planning review

 A handful of local community organizations are currently undergoing infrastructure planning initiatives relating to recreation and culture in Strathcona County.

#### Facilities and spaces

 Strathcona County provides more facilities and spaces per capita compared to other municipalities and regions in western Canada (i.e. more facilities available for less people).



Emerald Hills Regional Park and Artificial Turf



# Inclusion

*Addressing barriers to participation*

## Priorities

### Create welcoming places and spaces

- Strive to make existing recreation and culture spaces welcoming to all
- Encourage knowledge and skill development that supports welcoming places and spaces
- Design new recreation and culture spaces to be inclusive and facilitate social interaction
- In the spirit of reconciliation, ensure cultural and recreational spaces and opportunities strive to embrace Indigenous voices and culture

### Identify and reduce participation barriers

- Engage with community members to identify barriers to recreation and culture participation
- Anticipate participation barriers and their root causes
- Develop initiatives to reduce barriers in consultation with affected communities

### Achieve equitable geographic balance

- Enhance recreation and culture facility and open space provision in underserved areas of the County where possible
- Explore suitable open spaces based on the opportunities the lay of the land provides
- Provide outreach recreation and culture opportunities where possible

### Ensure awareness of opportunities

- Measure the outcomes to inform promotional efforts needed
- Promote recreation and culture opportunities to targeted audiences based on outcome measures
- Expand awareness of initiatives that reduce barriers to participation
- Cross-promote recreation and culture opportunities among all stakeholders (those delivering recreation and culture opportunities in Strathcona County)



Broadmoor Lake Park - Canada Day Festival








# Inclusion


Addressing barriers to participation

## Supporting research



### What We Heard report

-  Over a third (35%) of households experience participation barriers.
-  The most common barriers identified in the Household Survey included:
  - » Admission costs
  - » Busy with other activities
  - » Timing of programs
  - » Overcrowded facilities
-  Only a quarter of Household Survey respondents were aware of any kind of financial assistance programs offered by Strathcona County or other organizations.


### County plans and policies

-  Key themes found throughout the County's existing plans and strategies highlight the importance of accessibility, inclusion and affordability among others.

### Broader planning review

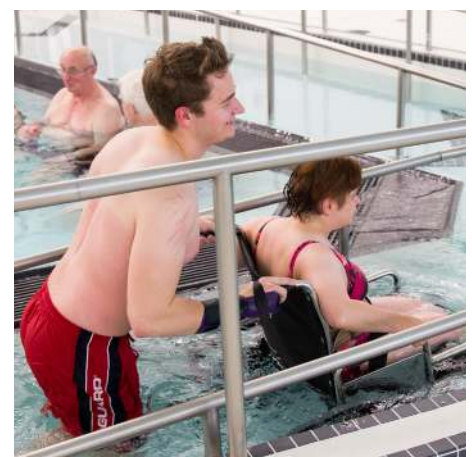
-  A *Framework for Recreation in Canada* contains a goal to increase inclusion and access to recreation for populations that face constraints to participation.
-  *Alberta's Cultural Policy* outlines a goal to ensure Albertans have access to a wide range of cultural experiences and opportunities.

### Trends and best practices

-  Social inclusion is being considered in facility and open space design to create welcoming spaces and places; in promotional strategies to ensure relevant demographics are being reached; and in program planning to offer relevant opportunities that contribute to the well-being of all individuals.
-  Trending to passive natural spaces based on the opportunities the lay of the land provides (e.g. passive natural trails are appropriate within the Beaver Hills Biosphere)



Sledge Hockey Try-it Event - Millennium Place



Emerald Hills Leisure Centre



## Building capacity

*Exploring partnerships and collaboration*

### Priorities

#### Strengthen existing partnerships and foster new partnerships

- Partner with organizations that share similar visions, values, and goals
- Re-examine joint goals and objectives
- Identify new recreation and culture opportunities between existing and new partners
- Nurture and foster relationships between groups
- Examine and clarify roles and responsibilities within partnership arrangements

#### Support volunteerism

- Understand levels of volunteerism needed to support recreation and culture opportunities
- Develop strategies to increase volunteerism and retain volunteers
- Celebrate and acknowledge volunteers' contributions

#### Enhance knowledge, skills and competencies

- Participate in learning opportunities related to recreation and culture trends and leading practices
- Network with other community organizations to foster collaborative opportunities that support ways to share resources, lessons learned and knowledge
- Communicate openly by sharing lessons learned and proven best practices with other recreation and culture organizations
- Share challenges and mitigation strategies with other recreation and culture organizations



Leaders in Training youth program





## Building capacity


*Exploring partnerships and collaboration*

### Supporting research


#### What We Heard report

-  90% of households agree that the County should explore partnerships to provide recreation and culture services.
-  The recruitment and retention of volunteers were identified as common challenges for community groups.


#### County plans and policies

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


#### Broader planning review

-  The modernized *Municipal Government Act* (MGA) mandates municipalities to explore how they can work with school authorities and regional neighbours in providing recreation services.

#### Trends and best practices

-  Methods to support volunteerism are varied and can include:
  - » Recognition events
  - » Opportunity postings
  - » Volunteer database
  - » Training and development opportunities
  - » Benefits for volunteers (e.g. discount to some programs/facilities)

#### Facilities and spaces

-  Community organizations, schools, and other non-profit societies currently play an integral role for the provision of recreation, parks, and culture services in Strathcona County.



Smeltzer House Visual Arts Centre - Glass Studio





# Environmental stewardship

*Respecting the natural environment*

## Priorities

### Educate participants and the community on the value of parks and open spaces

- Explore and share information that highlights the benefits parks and open spaces contribute to individual and community well-being

### Encourage outdoor participation

- Explore and facilitate opportunities for year-round outdoor recreation and culture activities that connect people to nature
- Promote the year-round use of multi-use trails and outdoor amenities available in parks and open spaces

### Plan parks and open spaces

- Conserve parks and open spaces within both urban and rural areas
- Conserve sites with heritage and cultural value for future generations

### Appreciate the environment

- Consider how the spaces used for recreation and cultural opportunities effect parks and open spaces
- Raise community awareness of the positive and negative impacts recreation and culture activities have on the environment
- Demonstrate leadership in ways that enhance environmental stewardship when using, planning and operating recreation and culture facilities, parks and open spaces and events



Broadmoor Lake Park - Grade One Arbor Day event



Emerald Hills Regional Park - Winter Play Day





# Environmental stewardship


*Respecting the natural environment*

## Supporting research



### What We Heard report

-  Almost all households (94%) use parks and open spaces in Strathcona County and 83% use trails.
-  Nearly two-thirds (64%) identified nature-oriented activities as a favourite activity type.



### County plans and policies

-  The County's overarching Strategic Plan includes a goal that highlights effective stewardship of water, land, air and biodiversity.



### Facilities and spaces

-  The County has nearly 2,000 hectares of parks and open spaces.
-  The County has 280 kilometres of multi-use trails.

### Broader planning review

-  *Parks for All* is a national planning document that calls upon Canadian parks providers to conserve the environment as well as connect people to nature.
-  A priority in *Pathways to Well-being*, the national recreation framework, is to ensure that operational policies and practices in parks and recreation limit the use of non-renewable resources and minimize negative impacts on the natural environment.

### Trends and best practices

-  Parks and open spaces are essential to environmental and ecological well-being.
-  When children and youth have positive experiences with parks and open spaces, they are more likely to have stronger attitudes towards conservation of the environment as adults.



Festival Place nestled in Broadmoor Lake Park





## Fiscal responsibility

*Making the most of our resources*

### Priorities

#### Secure financial resources

- Explore traditional and innovative funding models for recreation and culture provision
- Determine and achieve appropriate balances between user fees and public subsidies when providing recreation and culture opportunities
- Seek sponsorships and alternative revenue sources for recreation and culture provision
- Be open to partner with organizations with similar visions, values and goals when recreation and culture development opportunities present themselves

#### Ensure appropriate use of recreation and culture investment

- Be purposeful with the collection of recreation and culture user fees by allocating them appropriately and transparently
- Find ways to assist participants who experience financial barriers to participation in recreation and culture opportunities
- Maximize efficient use of space by encouraging multi-use activities

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

- Conduct lifecycle and safety assessments on recreation and culture facilities and spaces on a regular basis
- Reinvest in the maintenance of existing recreation and culture facilities and spaces
- Repurpose recreation and culture facilities and open spaces that are underused
- Build new recreation and culture facilities and open spaces with quality, longevity and resiliency in mind



Broadmoor Lake Park - Spray Park and Playground





# Fiscal responsibility

*Making the most of our resources*

## Supporting research

### What We Heard report

- ✂ 95% of Household Survey respondents agree that it is important to maintain or upgrade existing facilities before consideration of new ones.

### County plans and policies

- ⚙ Goal two in the County's overarching Strategic Plan is to manage, invest and plan for sustainable municipal infrastructure.

### Broader planning review

- 🏗 The *National Recreation Framework* encourages the sector broadly to develop assessment tools and evidence-based guidelines for investing and reinvesting in aging recreation infrastructure.

### Trends and best practices

- 💰 The recommended target rate of reinvestment for municipal infrastructure in Canada is 1.7% to 2.5% of capital.

### Facilities and open spaces

- 🏠 The County's indoor recreation and culture assets have a modernized replacement value of over \$400 million and outdoor infrastructure in the County is approaching \$100 million.
- 🌿 By integrating the natural environment around recreation and culture facilities and in open spaces, Strathcona County has conserved ecosystem services for the benefit of the community.
- ⚙ Strathcona County is more efficient (i.e. has a higher cost recovery) than benchmarked communities.



Millennium Place Revitalization - wellness centre, Edu-tainment Centre, leisure ice and gymnasium expansion

# 4 Next steps

This shared Recreation and Culture Strategy is designed for the Strathcona County community. **It is a guiding document developed by, and intended for, all stakeholders involved in recreation and culture service delivery in Strathcona County.**

## Next steps for Strathcona County

Strathcona County will use this shared strategy to develop an implementation plan. Action items will be determined and implemented in the areas of focus over the next 12 years with short, medium and long-term planning.

## Next steps for community organizations and partners

The County encourages everyone with a passion for recreation and culture to choose the priorities relevant to their organization and to develop their own implementation plan. For example:

- How do you identify community needs and use this to strategically plan? (COMMUNITY NEEDS)
- How can your organization help reduce participation barriers? (INCLUSION)
- How can you help support volunteerism? (BUILDING CAPACITY)
- How can you integrate outdoor pursuits as part of your recreation and culture activities? (ENVIRONMENTAL STEWARDSHIP)
- How can you find synergies with other organizations to enhance your service delivery? (FISCAL RESPONSIBILITY)

The outcomes are best achieved if we all work towards the same vision, learning from each other, collaborating often, and ensuring that everyone has opportunities to engage in recreation and culture. Let's make Strathcona County the most livable community in Canada. No single organization can achieve this alone.

**We are all partners for creating a healthy and livable community in Strathcona County.**



Smeltzer House Visual Arts Centre - Clay Hut pottery studio





