



# Leduc County

## Recreation and Parks Master Plan

September 2023











# Executive Summary

## What is a recreation and parks master plan?

Recreation and parks master planning is a comprehensive process to provide strategic guidance and policy direction to a local government. One way to think about this Master Plan document is as a “roadmap”, that can help inform decision making and future collaborations between the County, community partners, and stakeholders in the provision of recreation opportunities in the Leduc County region.

The Plan is based on thorough research and public engagement; it was also guided by a steering committee, consisting of community contributors, administration, and elected officials from the County.

Recreation and parks are highly valued community services. They are important community elements that are key to attracting and retaining residents and businesses. When residents have quality opportunities to be active and creative, they are more likely to be healthier and connected to each other and their community.

Recreation and parks facilities and spaces also attract visitors to a community and give the County a chance to demonstrate its commitment to the well-being of residents and its community values. It is for these reasons, and many others, that Leduc County invests in recreation and parks amenities and services.

The Recreation and Parks Master Plan will be a guiding document for the County, Council and staff, and its community partners. The Plan provides an implementation strategy for the next 15 years for the development and improvement of parks, trails, facilities, and recreation programming services. It will provide a range of recommendations to be undertaken in the short (0 – 2 years), medium (3 – 5 years), and long (6 – 15 years) term.

The Recreation and Parks Master Plan provides recommendations, which will:

- ▶ Enhance service delivery capacity
- ▶ Expand diversity of recreation opportunities for residents and visitors
- ▶ Identify strategies to enrich regional and community partnerships
- ▶ Promote stewardship of natural assets
- ▶ Empower the community to work together to improve the well-being of all



The Plan aims to strengthen and build on the County's existing recreation and parks service delivery structure.

The overarching purpose of the Master Plan is to facilitate a future where:

***Leduc County invests in parks and recreation so residents and visitors can be more active and connected to each other, their community and nature.***

The Master Plan will be built upon the foundation of the County's vision, mission statement, and values with the aim to support the strategic priority of developing complete communities.

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

Framework for  
Recreation in  
Canada (2015)







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# 1

# Introduction

## Leduc County

Leduc County is comprised of unique, diverse communities situated in urban and rural settings. These are value-based communities who believe in working together to ensure:

- ▶ the sustainability of the natural landscape
- ▶ the wellness of residents
- ▶ an abundance of recreation opportunities that are available to all.

Recreation and parks are significant contributors to enhancing the quality of life of individuals, families, and the County as a whole. Recreation and parks opportunities also attract and retain residents, businesses, and visitors. When residents have quality opportunities to be active and creative, they are more likely to be healthier and connected to each other and their communities. Recreation and parks facilities and spaces also generate non-local economic activity and give the County a chance to demonstrate its commitment to the well-being of residents and visitors and its community values. It is for these reasons, and many others, that Leduc County invests in parks and recreation.

The Recreation and Parks Master Plan will be a guiding document for the County and its community partners, for the next 15 years (2023 - 2038).





Purpose

The purpose of the Leduc County Recreation and Parks Master Plan (the Master Plan, the Plan) is to provide an actionable strategy to be used as a guide in developing parks and recreation programs, events, services, and partnerships that strengthen and build on the County’s existing delivery structure.

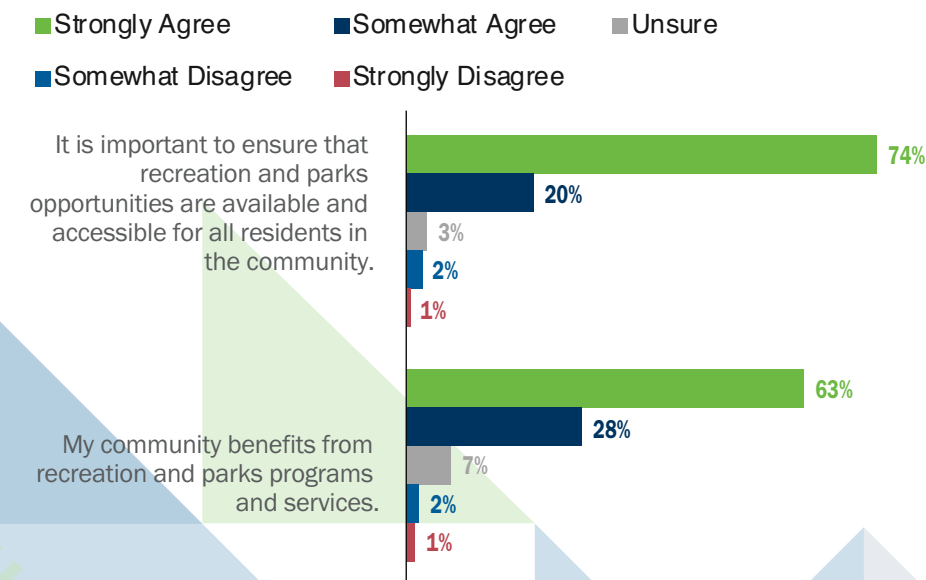
The objective of this Master Plan is to provide an evaluation of current and projected recreation and parks facilities, spaces, services, policies, and partnerships, and recommends a framework for future decision-making and delivery structure.

The scope of the Recreation and Parks Master Plan is focused on the programs, services, and facilities provided, managed, and/or supported by Leduc County. The Plan provides an implementation strategy for the development and improvement of parks, trails, facilities, and recreation programming services. It will provide a range of recommendations to be undertaken in the short (0 – 2 years), medium (3 – 5 years), and long (6 – 15 years) term.

The Recreation and Parks Master Plan provides recommendations, which will:

- ▶ Enhance service delivery capacity
- ▶ Expand variety of recreation opportunities for residents and visitors
- ▶ Identify strategies to enrich regional and community partnerships
- ▶ Promote stewardship of natural environment
- ▶ Empower the community to work together to improve the well-being of all

Figure 1: Value of Recreation and Parks to County Households (County Household Recreation Survey, 2022)



Residents indicated a high level of support for recreation and parks in the household survey. Nearly all (94%) agree that it is important to ensure recreation and parks opportunities are available for County residents.



# 1.1 Planning Process

To support this planning process, Leduc County engaged with residents and partners to understand their preferences and perceptions of recreation and parks in the County. Figure 2 below highlights the study process and inputs which lead to the creation of the Master Plan. In addition to public participation, research<sup>1</sup> was also conducted on:

- ▶ Relevant leading practices in recreation and parks.
- ▶ Leduc County’s demographics and population.
- ▶ Current recreation and parks spaces, programs, and events.
- ▶ Relevant policy and planning documents.

Figure 2: Planning Process and Inputs



<sup>1</sup> A summary of the information gathered through public participation is highlighted throughout the document; the policy review and research summaries are included as appendices to this report.



The Plan provides a foundation to guide the delivery of recreation and parks in the County, which is articulated in a vision statement and set of values for the Parks and Recreation department. Anchored in these strategic foundations, the Plan is organized around four goals and supporting recommendations to enhance the current state of recreation and parks throughout the County.

The Plan's recommendations relate to the following three areas:

- ▶ parks and trails;
- ▶ recreation facilities, programs, and services; and
- ▶ service delivery.





## 1.2 Benefits of Recreation and Parks

Recreation and parks offer many benefits to communities and residents, including addressing growing social and health concerns such as physical inactivity, increasing rates of chronic health problems, and social isolation. All County residents, even those who do not participate, will benefit from the provision of recreation and parks opportunities. Participation in recreation and parks is proven to strengthen community connections and pride, provide economic benefits to the County, and positively impact youth education rates.

Effective planning and delivery of recreation and parks opportunities will lead to a variety of benefits. For example, supporting the promotion of healthy lifestyles can lead to lower health care costs and hosting community events will help build a cohesive community and leadership capacity of local volunteers. Additionally, recreation and parks spaces, when properly managed, can also bring about positive environmental benefits to a community. The numerous benefits residents gained from community recreation and parks opportunities support and reinforce why Leduc County invests in recreation and parks. Figure 3 illustrates the benefits that recreation and parks may bring to a community.

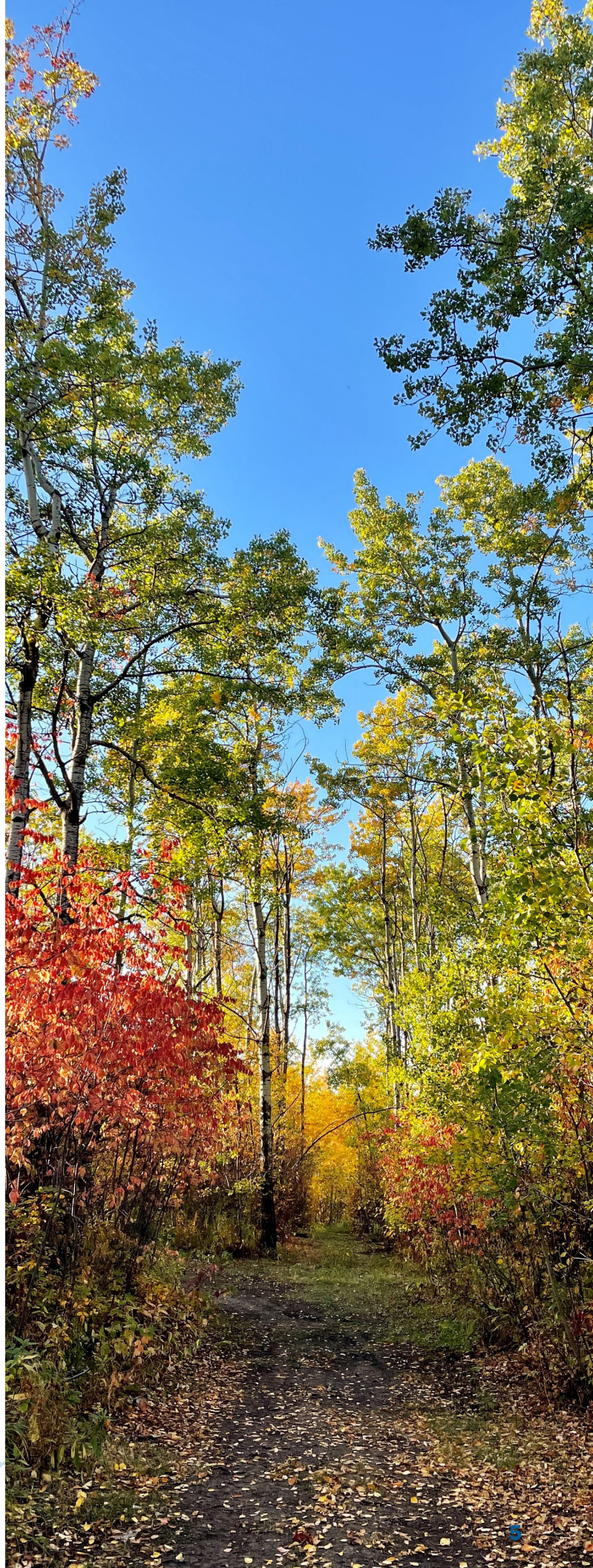




Figure 3: Recreation and Parks Benefits

# RECREATION - COMMUNITY BENEFITS

## Economic Development

In 2019 the recreation tourism industry generated

**16.9 billion**  
in revenue  
and created  
**112,975 jobs**

## Environmental Impacts

Encouraging active transportation, maintaining green spaces and green coverage reduces GHG emission

## Property Values

**7% increase**

Parks and outdoor recreation areas have a positive effect on nearby residential property values. Leading to proportionately higher property tax revenues for local governments

Canadians spend approximately

**6%**  
of their annual  
expenses on  
recreation.

## Trees

**\$3.20**

in benefits per **\$1**  
invested; urban trees improve air quality, storage and sequestration of carbon provides shading and cooling.

## Reduce Crime Rates

**35% reduction**

in criminality; sports based intervention programs reduce youth criminality and probability of reoffending

## Volunteerism

**209 volunteer hrs**

averaged annually by formal volunteers 15 years and older in Culture and Recreation. Recreation volunteering provides residents with new skills, new connections, and sense of fulfillment.

## Sense of Community

**77%**

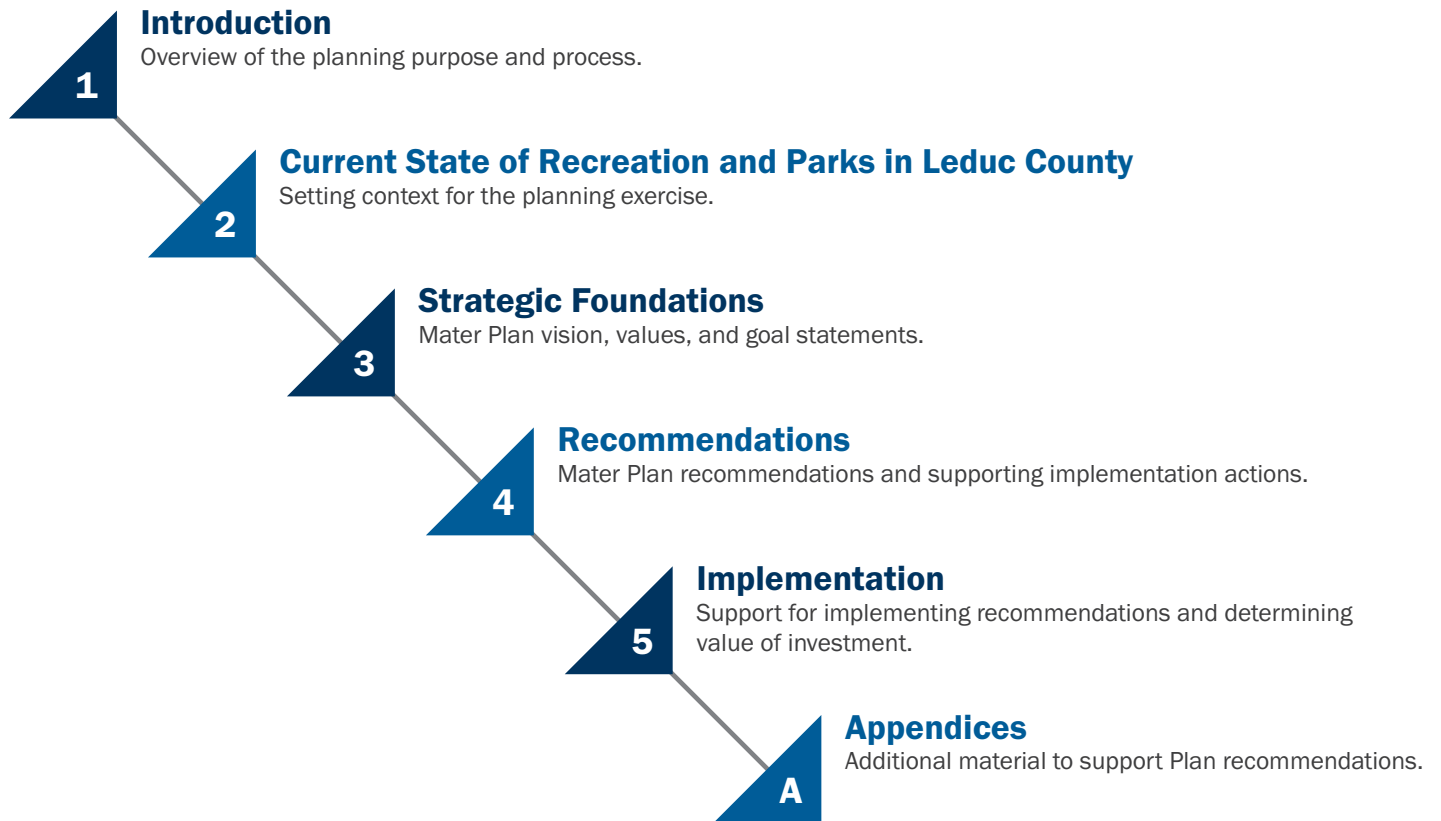
of Canadians agree or strongly agree that arts and heritage experiences help them feel part of their local community

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## 1.3 How the Plan is Organized





# 2

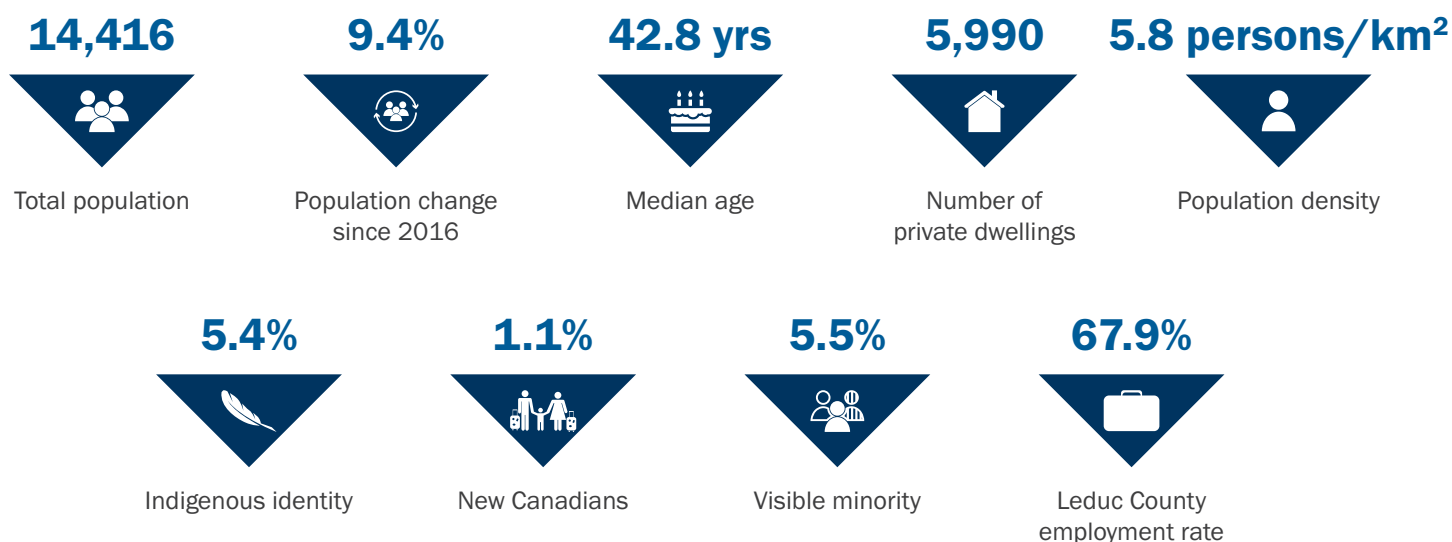
## Current State of Recreation and Parks in Leduc County

Leduc County is a growing community located immediately south of the City of Edmonton. Within Leduc County are several hamlets and localities along with a large number of country residential subdivisions. It is also home to numerous parks and natural areas as well as campgrounds, trails and lakes.

### 2.1 Demographics

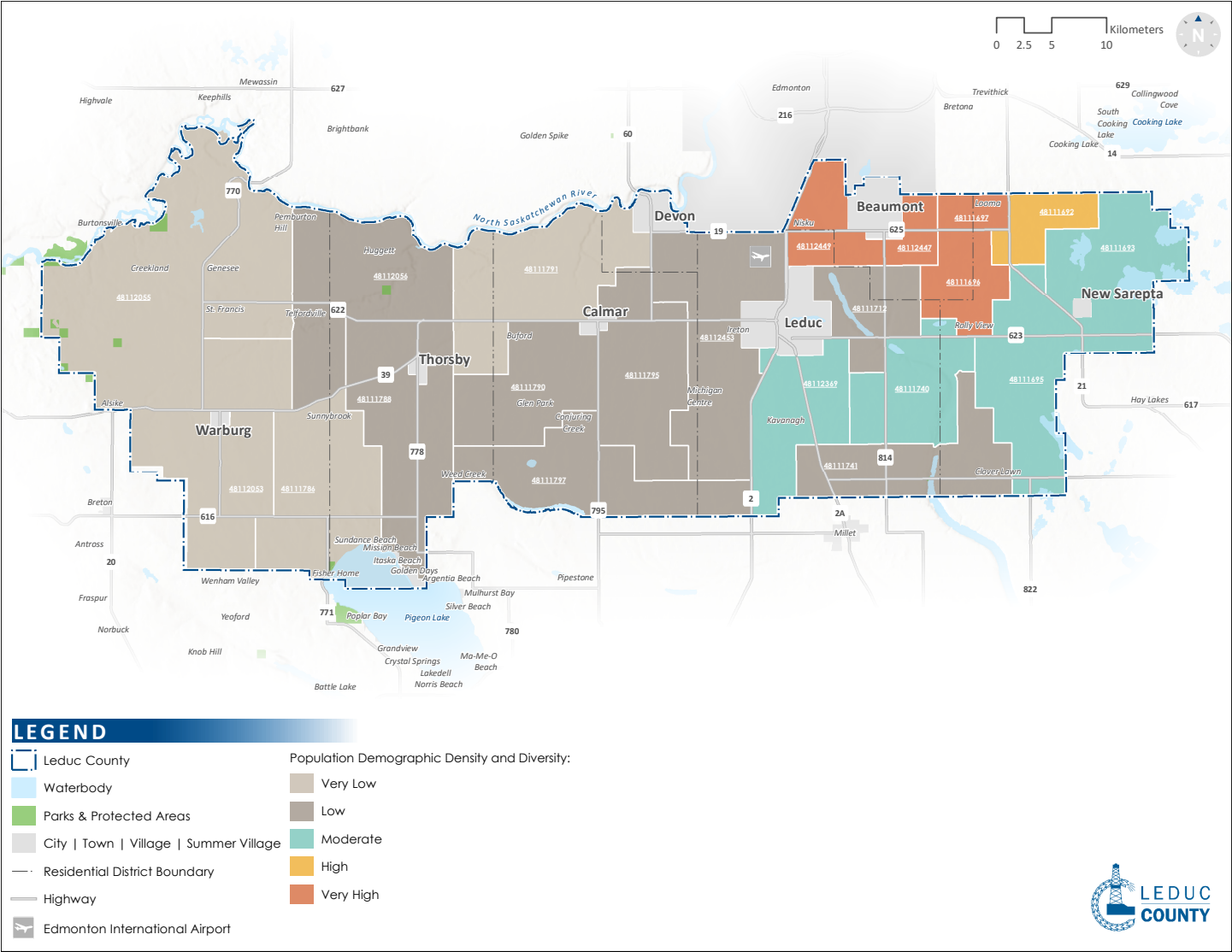
Leduc County's demographics strongly support the demand for recreation and parks services and infrastructure. Figure 4 summarizes projected population data from the 2021 Census, prepared by Environics Analytics, and supplied by ESRI. Map 1 illustrates areas of population density and socio-economic diversity (factors such as age, education, employment, and income) throughout the County.

Figure 4: Leduc County Today





Map 1: County Demographic Map





## PRIZM Profiles

Market demand for recreation services is strongly influenced by the life stage of resident households as well as a variety of other demographic indicators and characteristics. The emergence of analytics tools and resources can help providers of many services and products (including recreation) better understand the dynamics of their community and how they translate into needs and wants for programming, facilities, and events.

Environics Analytics PRIZM is a segmentation system that classifies Canada's neighbourhoods into 67 unique lifestyle types and incorporates data from over a dozen demographic, marketing, and media sources to analyze and understand consumers, customers, and markets. The adjacent graphic illustrates the three most prevalent PRIZM segments in Leduc County.



### **"New Country"**

28% of Households

- ▶ New Country is one of the wealthiest rural segments, with nearly two thirds of residents working in well-paying jobs in agriculture, mining, natural industries, and other blue-collar occupations.
- ▶ Most are homeowners, typically owning single detached homes.
- ▶ Many spend their leisure time close to home and nature.
- ▶ This demographic profile are known for their deep roots in the community.
- ▶ Typical leisure preferences include hunting, fishing and boating, and gardening.



### **"Kick-Back Country"**

27% of Households

- ▶ The wealthiest rural lifestyle, Kick-Back Country is a collection of middle-aged families and older couples living in rustic areas near large and medium-size cities.
- ▶ They hold a range of education, and nearly all in this category own their own home.
- ▶ Most enjoy gardening, fishing, and hunting making the most of their rural community life.
- ▶ Other leisure activities include motorized recreational vehicle use, and attending concerts.



### **"Turbo Burbs"**

13% of Households

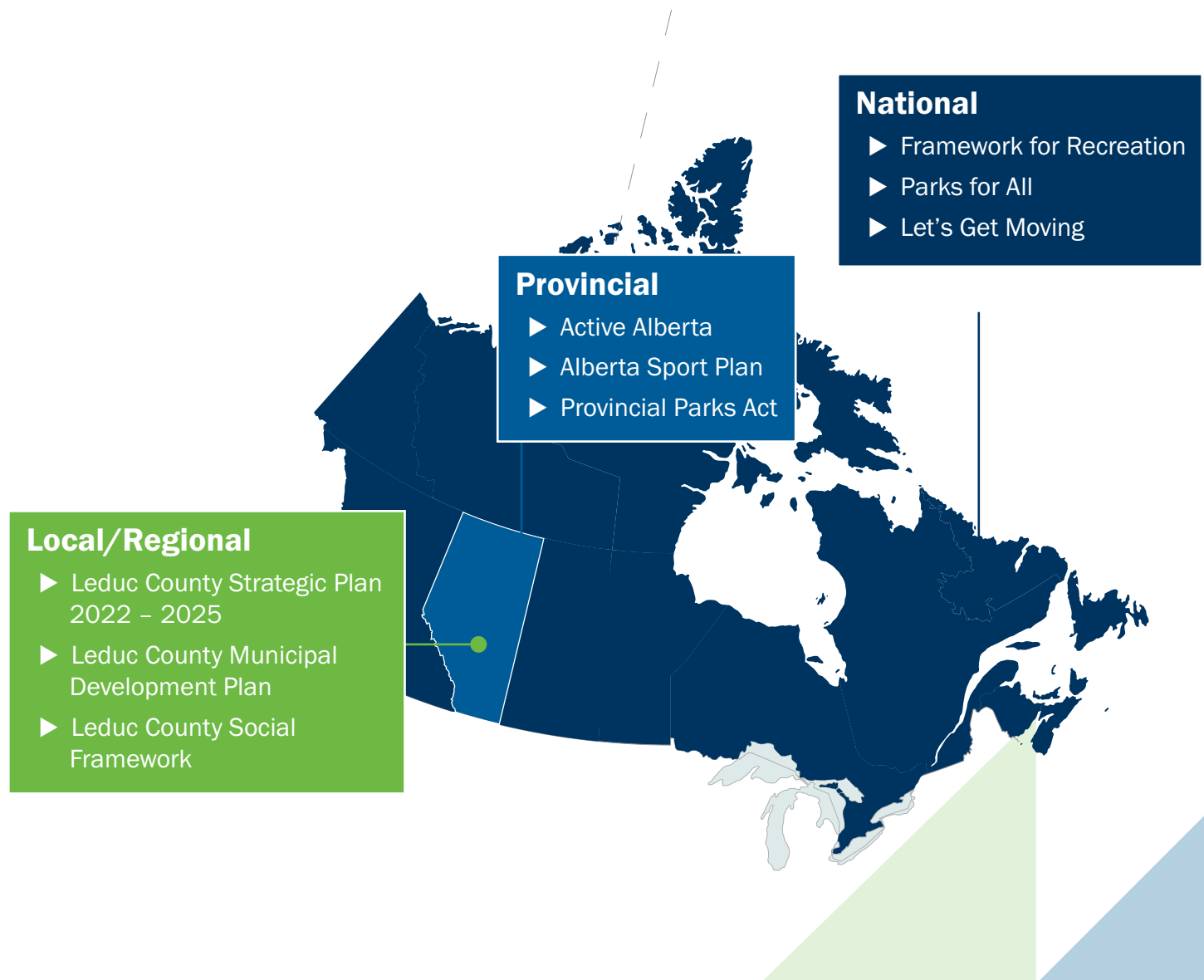
- ▶ Found in the outer-ring subdivisions of large cities, the demographic profile mostly contains families with children between the ages of 10 and 25.
- ▶ More than 90 percent of households live in recently built single-detached homes.
- ▶ High levels of community involvement are reported for this demographic profile.
- ▶ Attending sport events tops the to-do list for this segment.



## 2.2 Policy and Planning Influences

The Recreation and Parks Master Plan must be rooted in the experience and knowledge of previous County planning exercises such as the Recreation Facilities Study (2012), Parks and Open Spaces Master Plan (2006), and the Leduc County Municipal Development Plan (2019). The Plan must also incorporate and align with the foundations set within national and provincial planning documents such as the Framework for Recreation in Canada, Parks for All, and the Active Alberta Policy<sup>1</sup>. Figure 5 illustrates select policy and planning documents that are influential to this Master Plan.

**Figure 5: Relevant Policy and Planning Documents**



<sup>1</sup> Please see Appendix A for an overview of policies and planning documents reviewed.



An analysis of local and regional policies along with a review of provincial and national planning documents identified the following key themes as relevant to the future provision of recreation and parks opportunities within Leduc County.

- ▶ The public provision of **recreation and park facilities, spaces, and services are essential to public health and wellness**; it also supports fundamental lifelong sport and physical activity participation.
- ▶ Facilitating **equitable access** to recreation facilities, spaces, parks, and trails and inclusive programming should be a priority to maximize public benefit of municipal investment.
- ▶ **Multisector partnerships to deliver recreation and parks services and programming** are essential to foster healthy, active communities and support the well-being of communities and citizens.
- ▶ A **values-based approach to regional partnership management** will ensure intended outcomes are met.
- ▶ A focus on **evidence-driven decision making** will support the efficient and responsible use of resources.
- ▶ Responsible conservation practices, along with sustainable facility management protocols, are needed to **minimize the environmental footprint** of recreation and park facilities, spaces, and services.
- ▶ Recreation has a unique role to play in **fostering a diversified, strengthened regional economy** through tourism, and attracting and retaining a skilled workforce.

Connected Canadian park lands and waters that support healthy nature and healthy people in harmony for generations to come, backed by an active, diverse parks community that cultivates shared goals, mutual respect, and collective action.

(Parks for All, 2017)

## Pathways to Well-being: A Framework for Recreation in Canada (2015)

This foundational document provides a new vision for recreation and parks in Canada. It provides direction for some common ways of thinking about this renewed vision of recreation that is based on key values and principles. The Framework is a call-to-action for all Canadians, and encourages all sectors to collaborate in the pursuit of five goals and priorities for action:



### Goal 1: Active Living

Foster active living through physical recreation.



### Goal 2: Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation.



### Goal 3: Connecting People with Nature

Help people connect to nature through recreation.



### Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and help to build strong, caring communities.



### Goal 5: Building Recreation Capacity

Ensure the continued growth and sustainability of the recreation field.



## 2.3 Sector Leading Practices and Influences

Strategic planning for the long-term future of recreation and parks must account for how current sector trends will influence the provision of opportunities and resident demand in Leduc County. The following provides an overview of the essential sector trends and leading practices that have been considered in the creation of the Plan<sup>2</sup>.

### General Societal Trends Influencing Parks and Recreation

- ▶ A general aging of the population; longer periods of retirement.
- ▶ Flexibility in the times when people seek out recreational opportunities.
- ▶ Changing employment structures and work hours.
- ▶ Greater demand for outdoor recreation opportunities.
- ▶ Desire for activities to be affordable.
- ▶ Growing popularity of unstructured activities.
- ▶ Growing recognition of the importance of physical health and wellness activities in managing chronic disease and supporting mental health.
- ▶ Expectations of equity and accessibility.

### Leading Practices in Recreation Program and Service Development

- ▶ Integration of physical literacy in programming.
- ▶ Need to facilitate lifelong participation.
- ▶ Multi-use spaces that are community hubs and allow for multiple activities and user groups.
- ▶ Blending indoor and outdoor spaces.
- ▶ Leverage event hosting to support recreation facility development.
- ▶ Supporting active living for older adults.
- ▶ Relevant and engaging programming for youth, including leadership development opportunities.
- ▶ Co-participation and multigenerational programming.

<sup>2</sup> For a more fulsome discussion of relevant trends please see Appendix B for broader societal factors that will influence the future delivery of recreation and parks opportunities.

## Leading Practices in Parks and Trails Development

- ▶ Accessible trails and parks.
- ▶ Unstructured recreational opportunities in parks.
- ▶ Connected multi-use trail systems to support active transportation.
- ▶ Asset management strategies for parks.
- ▶ Support amenities to allow for year-round use.
- ▶ Inclusion of naturalized areas to support wildlife movement and habitats.
- ▶ Increased signage.
- ▶ Use of technology to support park and trail use and planning.

## Leading Practices in Municipal Recreation and Parks Planning and Service Delivery

- ▶ Measuring outcomes (benefits) versus outputs (financial return) to determine performance.
- ▶ Regional collaboration.
- ▶ Managing aging infrastructure.
- ▶ Indigenous placemaking<sup>3</sup>.
- ▶ Supporting accessible and inclusive environments.
- ▶ Planning for future expansion capability.
- ▶ Multisector partnerships to leverage funding and expertise.
- ▶ Economic instability.
- ▶ Event hosting and the tourism industry as a means of economic development.



<sup>3</sup> Indigenous placemaking refers to creating space – physically, and in process and policy – for ceremony, teaching, and community.



## 2.4 Current Recreation and Parks Spaces

To provide high quality recreation services in Leduc County, the County has cost-sharing agreements in place with five municipal partners — the City of Beaumont, the City of Leduc, the Town of Calmar, the Town of Thorsby, and the Village of Warburg. These agreements allow residents to access recreation services in the partner municipalities, including arenas, pools, athletic fields, recreation programs, and libraries.



# Indoor Recreation Spaces

Indoor recreational facilities play an important role in facilitating year-round recreational opportunities for Leduc County residents and visitors. In addition to providing space for recreation and leisure activities, sports, cultural activities and events, indoor facilities create opportunities for non participant social interaction in spaces, such as lobbies and viewing areas.

**Table 1: Indoor Recreation Facilities**

Facility	Operator	Amenities
<b>Arctic Spas Recreation Complex</b>	Town of Thorsby	<ul style="list-style-type: none"> <li>▶ Ice Arena</li> <li>▶ Multipurpose Field</li> <li>▶ Dance Studio</li> <li>▶ Racquet Court</li> <li>▶ Fitness Facility</li> <li>▶ Library</li> <li>▶ Meeting Rooms</li> <li>▶ Ball Diamonds</li> <li>▶ Fields</li> </ul>
<b>Beaumont Sport and Recreation Centre</b>	City of Beaumont	<ul style="list-style-type: none"> <li>▶ Ice Arena</li> <li>▶ Hard Court Gymnasium</li> <li>▶ Turf Field House</li> <li>▶ Aquatics Centre</li> <li>▶ Two-Lane Track</li> <li>▶ Various Multipurpose Spaces</li> </ul>
<b>Dale Fisher Arena</b>	Town of Devon	<ul style="list-style-type: none"> <li>▶ Ice Arena</li> </ul>
<b>Ken Nichol Regional Recreation Center</b>	Town of Beaumont	<ul style="list-style-type: none"> <li>▶ Ice Arena</li> <li>▶ Curling Complex</li> <li>▶ Lounge</li> <li>▶ Program Room</li> <li>▶ Banquet Room</li> <li>▶ Meeting Room</li> <li>▶ Facilities Office</li> <li>▶ Beaumont Childcare Centre</li> </ul>



Facility	Operator	Amenities
<b>Leduc Recreation Centre</b>	City of Leduc	<ul style="list-style-type: none"> <li>▶ Aquatic Facility</li> <li>▶ Fieldhouse</li> <li>▶ Ice Arena</li> <li>▶ Fitness Centre</li> <li>▶ Indoor Playground</li> <li>▶ Walking Track</li> <li>▶ Meeting Rooms</li> <li>▶ Concession</li> </ul>
<b>Mike Karbonik</b>	Town of Calmar	<ul style="list-style-type: none"> <li>▶ Ice Arena</li> </ul>
<b>New Sarepta Agriplex</b>	New Sarepta	<ul style="list-style-type: none"> <li>▶ Ice Arena</li> <li>▶ Fitness Centre</li> <li>▶ Banquet Halls</li> <li>▶ Meeting Rooms</li> </ul>
<b>Warburg Arena</b>	Village of Warburg	<ul style="list-style-type: none"> <li>▶ Ice Arena</li> </ul>
<b>Thorsby Haymaker Centre</b>	Thorsby and District Ag Society.	<ul style="list-style-type: none"> <li>▶ Indoor Riding Arena</li> <li>▶ Spectator Stands</li> <li>▶ Covered Stalls</li> <li>▶ Camping Stalls</li> <li>▶ Meeting Rooms</li> <li>▶ Wash Rack</li> </ul>

## Resident Indoor Recreation Participation



Swimming 44%



Fitness Training 34%



Walking 34%

## Indoor Recreation Amenity Priorities Identified by Residents



Curling Facilities 56%



Multipurpose Rooms 49%



Arenas 48%

# Community Use



## Community Spaces

In addition to the County supported indoor recreation facilities listed below, the recreation inventory is supplemented by community space in local community halls and agricultural societies.

**Table 2: Community Spaces**

Facility	Amenities
<b>Cloverlawn Community Hall</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Stage</li> <li>▶ Bar</li> <li>▶ Camping Area</li> <li>▶ Picnic Tables</li> <li>▶ Playground</li> <li>▶ Baseball Diamond</li> </ul>
<b>Genesee Community Hall</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Bar</li> <li>▶ Stage</li> <li>▶ Camping Area</li> <li>▶ Ball Diamond</li> <li>▶ Beach Volleyball Court</li> <li>▶ Professional Size Horseshoe Pits</li> <li>▶ Playground</li> <li>▶ Gazebo &amp; Fire Pit Area</li> </ul>
<b>Glen Park Community Hall</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Bar</li> <li>▶ Stage</li> <li>▶ Fire Pit</li> </ul>
<b>Looma Community Hall</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Bar</li> <li>▶ Stage</li> </ul>
<b>Morrowdale Community Hall</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Bar</li> </ul>

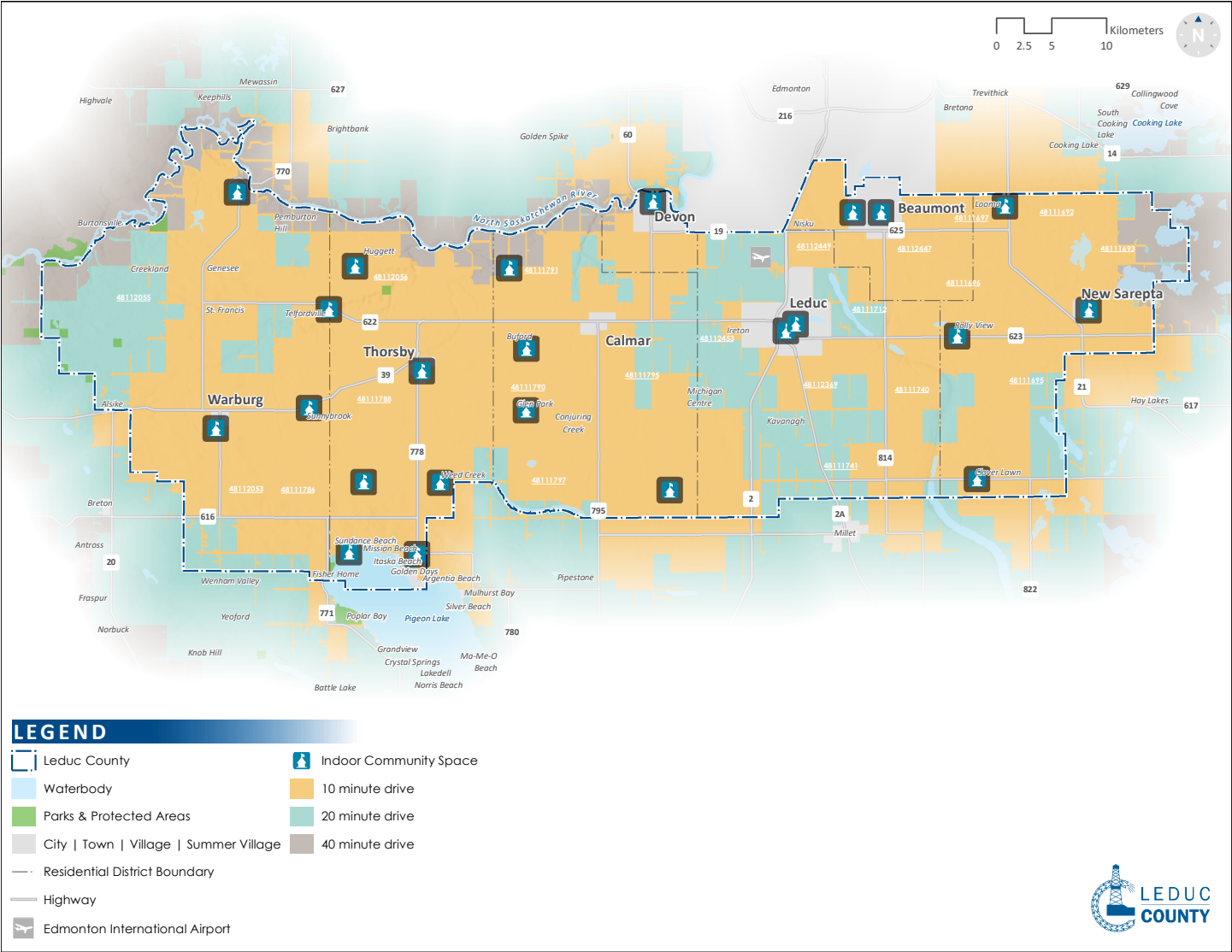
Facility	Amenities
<b>New Sarepta Agriplex</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Bar</li> <li>▶ Arena</li> <li>▶ Fitness Gym</li> <li>▶ Baseball Diamond</li> </ul>
<b>Rolly View Community Hall</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Baseball Diamond with Concession</li> <li>▶ BBQ</li> <li>▶ Fire Pit</li> <li>▶ Bar</li> <li>▶ Stage</li> </ul>
<b>Rundle's Mission Retreat Centre</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Dorm Style Sleeping Accommodations</li> <li>▶ Fire Pit</li> <li>▶ Walking Trails</li> <li>▶ Gazebo on the Lake</li> <li>▶ Historical Information and Boardwalk</li> <li>▶ Two Rental Cabins</li> <li>▶ Cross Country Ski Trails</li> </ul>
<b>Sandholm Community Hall</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Bar</li> <li>▶ Fire Pit</li> </ul>

Facility	Amenities
<b>Strawberry Community Hall</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Bar</li> <li>▶ Stage</li> <li>▶ Baseball Diamond</li> <li>▶ Small Playground</li> </ul>
<b>Sunnybrook Community Hall</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Stage</li> <li>▶ Bar</li> <li>▶ Fire Pit</li> <li>▶ Outdoor BBQ Area</li> <li>▶ Playground</li> </ul>
<b>Telfordville Community Hall</b>	<ul style="list-style-type: none"> <li>▶ Stage</li> <li>▶ Bar</li> <li>▶ Kitchen</li> </ul>
<b>Telford Community Hall</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Bar</li> <li>▶ Stage</li> <li>▶ Playground</li> <li>▶ Horseshoe Pits</li> </ul>
<b>Willow Creek Community Hall</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Bar</li> <li>▶ Stage</li> <li>▶ Camping Area</li> <li>▶ Ball Diamond</li> <li>▶ Beach Volleyball Court</li> <li>▶ Horseshoe Pits</li> <li>▶ Playground</li> <li>▶ Gazebo &amp; Fire Pit Area</li> <li>▶ Outdoor Skating Rink</li> </ul>

Facility	Amenities
<b>Thorsby Community Hall</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Stage</li> <li>▶ Accessibility Lift/Ramp</li> </ul>
<b>Warburg and District Ag Society + Community Hall</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Bar</li> <li>▶ Stage</li> <li>▶ Curling Rink</li> </ul>
<b>Devon Community Centre</b>	<ul style="list-style-type: none"> <li>▶ Kitchen</li> <li>▶ Stage</li> </ul>
<b>Wilton Park Community Hall</b>	<ul style="list-style-type: none"> <li>▶ Fire Pit and Gazebo</li> <li>▶ Kitchen</li> <li>▶ Bar</li> <li>▶ Stage</li> </ul>



Map 2: Leduc County Community Spaces



## Parks and Outdoor Recreation Spaces

Parks are a valuable community asset that offer environmental, economic, social, and health benefits while beautifying urban and rural environments. Parks serve as places of respite, provide venues for physical activity, as well as serve a conservation role in protecting natural and cultural heritage landscapes. Trails play a key role in Leduc County's overall recreation system as they provide connections between amenities such as parks, recreational facilities, arts and culture destinations, as well as provide active transportation routes throughout the County. Additionally, active outdoor recreation spaces provide spaces for residents to connect, engage in programmed or spontaneous recreation activity, and attract visitors from throughout the Edmonton region.

**Table 3: Parks, Trails, and Outdoor Recreation Spaces**

Facility/Asset	Operator	Description
<b>Alexandra Outdoor Pool</b>	City of Leduc	<ul style="list-style-type: none"> <li>▶ Pool: 25m</li> <li>▶ Dive Tank</li> <li>▶ Diving Board</li> <li>▶ Waterslide</li> <li>▶ Change Rooms</li> </ul>
<b>Devon Community Pool</b>	Town of Devon	<ul style="list-style-type: none"> <li>▶ Pool: 25m</li> <li>▶ Change Rooms</li> </ul>
<b>Centennial Park Campground and Day-Use Area</b>	Leduc County	<ul style="list-style-type: none"> <li>▶ Playground</li> <li>▶ Volleyball Area</li> <li>▶ Horseshoe Pits</li> <li>▶ Day-Use Area</li> <li>▶ Shower And Washroom Facilities</li> <li>▶ Hiking Trails</li> </ul>
<b>Centennial Park Community Park</b>	Leduc County	<ul style="list-style-type: none"> <li>▶ Ball diamonds</li> <li>▶ Playground</li> <li>▶ Picnic Area</li> </ul>
<b>Coates Conservation Land Trail</b>	Edmonton and Area Land Trust	<ul style="list-style-type: none"> <li>▶ Benches</li> <li>▶ Garbage Cans</li> <li>▶ Picnic Tables</li> </ul>
<b>Coyote Lake Nature Sanctuary Trails</b>	Coyote Lake Nature Conservancy	<ul style="list-style-type: none"> <li>▶ 7-8 kms Trails</li> <li>▶ Washrooms</li> <li>▶ Gazebo</li> </ul>



Facility/Asset	Operator	Description
<b>Genesee Heritage Park</b>	Leduc County	<ul style="list-style-type: none"> <li>▶ Picnic Tables</li> <li>▶ Fishing</li> <li>▶ Gazebo</li> <li>▶ Trails</li> </ul>
<b>Genesee Park Group Campground</b>	Leduc County	<ul style="list-style-type: none"> <li>▶ Group Campground</li> <li>▶ Trail</li> </ul>
<b>Gilwood Beach Boat Launch</b>	Leduc County	<ul style="list-style-type: none"> <li>▶ Boat Launch</li> </ul>
<b>Jubilee Park Campground and Day-Use Area</b>	Leduc County	<ul style="list-style-type: none"> <li>▶ Camping</li> <li>▶ Playground</li> <li>▶ Hiking Trails</li> <li>▶ Day-Use Area</li> <li>▶ Swimming Area</li> <li>▶ Boat Launch</li> <li>▶ Concession Stand</li> <li>▶ Shower And Washroom Facilities</li> <li>▶ Sani-Dump</li> </ul>
<b>Ministik Lake Game Bird Sanctuary (The Ministik Conservation Land)</b>	Province of Alberta (Edmonton and Area Land Trust)	<ul style="list-style-type: none"> <li>▶ Trails</li> <li>▶ Stagging Area</li> </ul>
<b>Mission Beach Community Park</b>	Leduc County	<ul style="list-style-type: none"> <li>▶ Picnic Tables</li> <li>▶ Playground</li> <li>▶ Swimming Area</li> </ul>
<b>Nisku Recreation Park</b>	Leduc County	<ul style="list-style-type: none"> <li>▶ 1.6 km Trails</li> <li>▶ Ball Diamonds</li> <li>▶ Picnic Tables</li> </ul>
<b>Sunnybrook Community Park</b>	Leduc County	<ul style="list-style-type: none"> <li>▶ Playground</li> <li>▶ Picnic Tables</li> </ul>
<b>Thorsby Lion's Campground Trail</b>	Town of Thorsby	<ul style="list-style-type: none"> <li>▶ Playground</li> <li>▶ Campground</li> <li>▶ Trails</li> </ul>
<b>Wizard Lake West Boat Launch</b>	Leduc County	<ul style="list-style-type: none"> <li>▶ Boat Launch</li> </ul>
<b>Yardley Jones Park</b>	New Sarepta	<ul style="list-style-type: none"> <li>▶ Picnic Tables</li> </ul>

## Resident Outdoor Recreation Participation



Walking 70%



Camping 61%



Nature/Wildlife Viewing 44%

## Outdoor Recreation Amenity Priorities Identified by Residents



Outdoor Public Art 56%



Track and Field Facilities 54%



Pump Tracks/Bike Parks 53%

# Community Use



## 2.5 Service Delivery

Recreation and parks facilities, spaces, and services within Leduc County are managed, supported, and provided by a myriad of organizations. The County supports facility development and management, park management, land acquisition, services, and programs. Additionally, the County plays a role as the regulator through the creation and implementation of policies and bylaws. As a public service provider, the role of the County in providing recreation and parks typically aligns with one of three categories:

**Figure 6: Service Delivery Spectrum**



To provide high quality recreation services in Leduc County, the County has cost-sharing agreements in place with five municipal partners — the City of Beaumont, the City of Leduc, the Town of Calmar, the Town of Thorsby, and the Village of Warburg. These agreements allow residents to access recreation services in the partner municipalities, including arenas, pools, and libraries. Cost sharing is, by far, the most common means of cooperative financing in use by Alberta’s municipalities. Benefit-based cost sharing has served Alberta municipalities well in the past and continues to offer the best solution for sharing the burden of financing both the cost of municipal infrastructure and the operating cost of providing regional services.

Based on the publicly available data from the Government of Alberta Municipal Affairs (2022), a review found that, comparatively, Leduc County spends more per capita on parks, recreation, and culture. Other key findings from the municipal review of service delivery approaches, found:

- ▶ All have cost sharing agreements in place; the County currently has cost sharing agreements.
- ▶ Of the municipalities reviewed, five use direct delivery; the County currently uses direct delivery.
- ▶ A total of five (three are through partnerships) own and operate indoor facilities; the County currently does not operate indoor facilities.

**Table 4: Recreation and Parks Service Delivery**

<b>Rural Municipality</b>	<b>Per Capita Spending On Parks, Recreation And Culture</b>	<b>% Of Overall Expenses</b>	<b>Per Capita Spending On FCSS</b>	<b>Per Capita Spending On Roads</b>
Foothills	\$193	8%	\$23	\$1,048
Grande Prairie	\$597	11%	\$124	\$1,828
Parkland	\$198	7%	\$32	\$420
Red Deer	\$198	5%	\$25	\$883
Rocky View	\$149	5%	\$24	\$1,117
Sturgeon	\$204	6%	\$80	\$1,366
Wetaskiwin	\$155	6%	\$36	\$1,034
<b>Average</b>	<b>\$239</b>	<b>7%</b>	<b>\$47</b>	<b>\$1,072</b>
<b>Leduc County</b>	<b>\$293</b>	<b>6%</b>	<b>\$111</b>	<b>\$2,003</b>

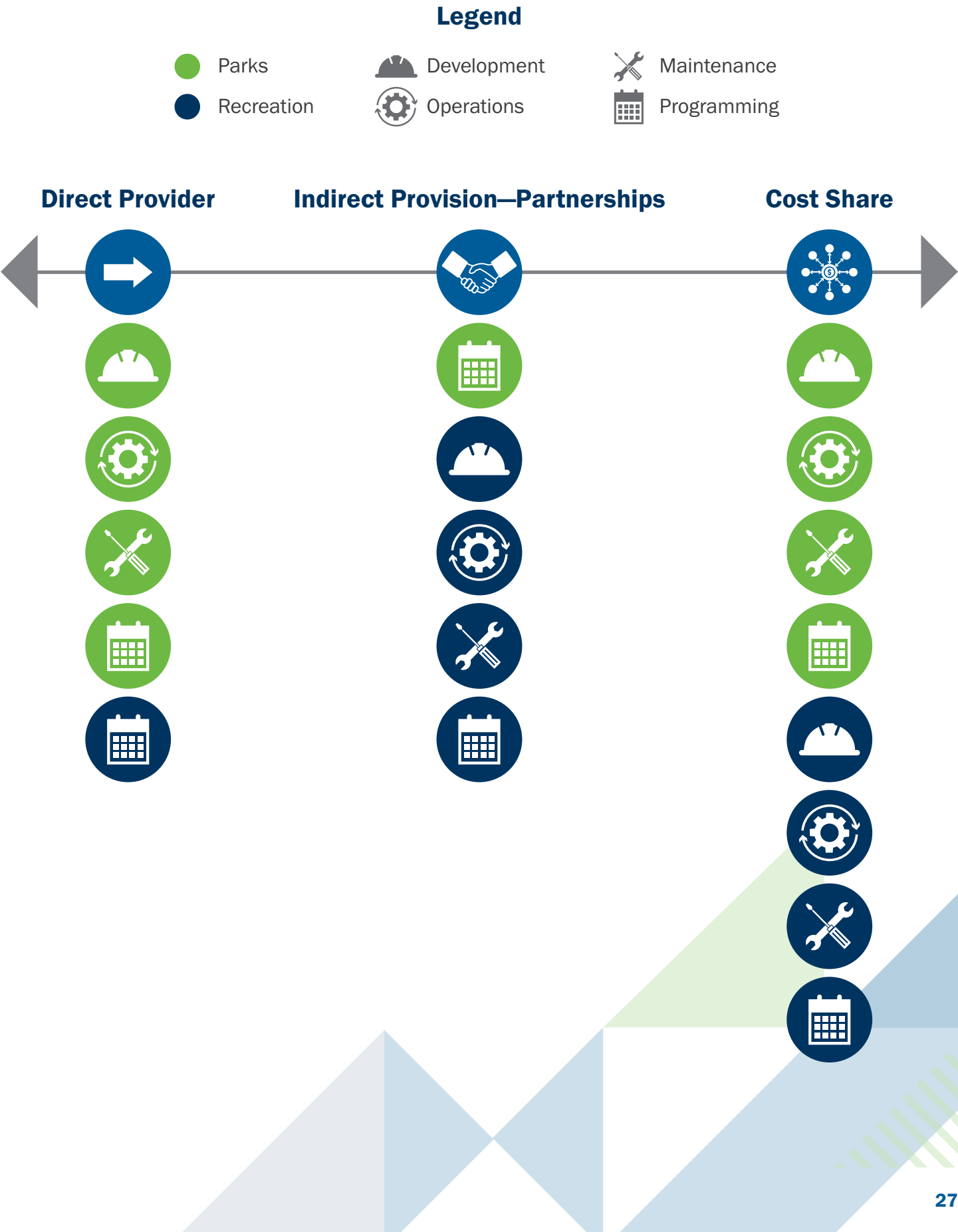
Currently the County employs a variety of service delivery approaches. Determining the appropriate service delivery approach is a key dimension to providing high quality recreation and parks opportunities in Leduc County. The above chart overviews the current service delivery approach used for various facets within the scope of the Parks and Recreation Department. It should be noted that given the diverse nature of parks and recreation it is unreasonable to believe that a single service delivery approach would be applied in each service area.

### **Service Delivery Challenges in Recreation and Parks**

- ▶ High consumer expectations – low cost/ long operating hours.
- ▶ Changing population demographics.
- ▶ Competition for participants.
- ▶ Maintaining and upgrading aging and outdated facilities.
- ▶ Need for new facilities to accommodate population growth.
- ▶ Well-trained personnel – volunteers and paid staff.
- ▶ Keeping ‘pace’ with technology development.
- ▶ Environmental sustainable operations and facility/space management.
- ▶ Competing priorities on Council budget.



Figure 7: Parks and Recreation Service Delivery in Leduc County



## 2.6 Key Findings and Analysis

Based on an evaluation of the following:

- ▶ current and projected recreation and parks leading practices;
- ▶ current and future County demographics;
- ▶ assessment of existing recreation and parks infrastructure, services, policies, and partnerships; and
- ▶ the analysis of the completed engagement program;

The following table (Table 5) presents the current state of three distinct planning areas:

- ▶ parks and trails
- ▶ recreation facilities, programs and services
- ▶ service delivery

The table also presents identified opportunities to enhance recreation and parks opportunities in Leduc County. These opportunities for growth inform and support the recommendations contained in Section 4.

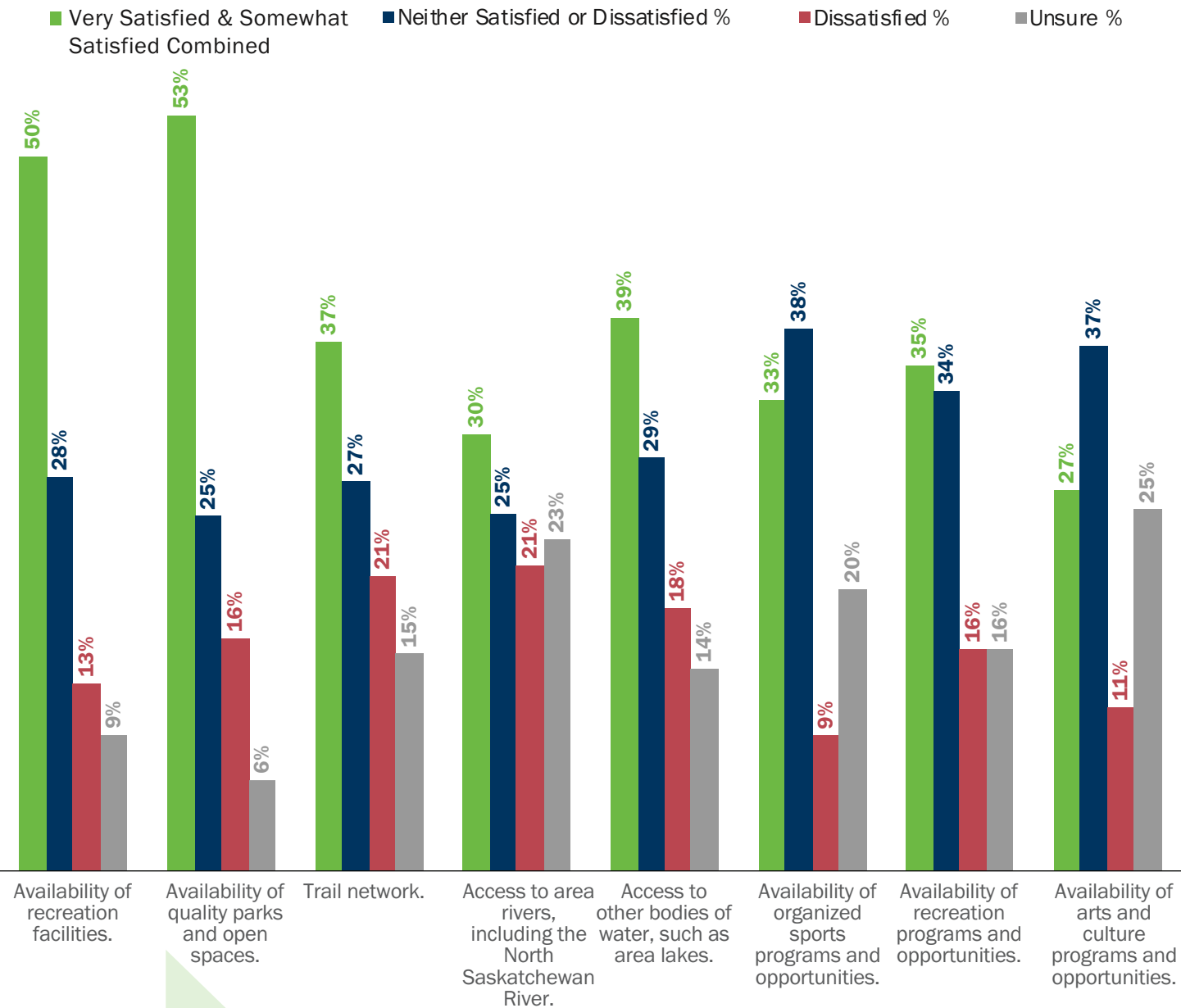
**Table 5: Current State Key Findings and Analysis**

Planning Area	Key Findings	Opportunities for Growth
<b>Parks and Trails</b>	<ul style="list-style-type: none"> <li>▶ Parks, trails, and open spaces are highly valued.</li> <li>▶ The provision of parks and trails, and access to recreation opportunities is not equally balanced throughout the County's rural and urban areas.</li> <li>▶ Recreation and conservation can be complementary.</li> <li>▶ Additional infrastructure is needed for safe participation in outdoor activities.</li> <li>▶ Service level assessment determined that there may be a need for enhanced provision of the following amenities to meet community need: bike parks, community gardens, dog off-leash areas, nature/interpretive trails, outdoor public art, outdoor swimming areas, pickleball/tennis courts, and walking and bicycling trail system.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Preservation of open spaces and conservation lands.</li> <li>▶ Increase community connectivity and trail network.</li> <li>▶ Enhance support amenities for parks and trails.</li> <li>▶ Increase access to waterways.</li> <li>▶ Educate on conservation and land stewardship.</li> <li>▶ Enhance partnerships with nature conservation groups.</li> <li>▶ Provide more nature-based programming.</li> </ul>

Planning Area	Key Findings	Opportunities for Growth
<b>Recreation Facilities, Programs and Services</b>	<ul style="list-style-type: none"> <li>▶ Good variety of opportunities available for residents.</li> <li>▶ Programs and camps are well attended.</li> <li>▶ Residents are generally satisfied with the provision of recreation facilities.</li> <li>▶ Community halls are vital community hubs.</li> <li>▶ There is a need for recreation services and opportunities in new urban subdivisions throughout the County.</li> <li>▶ Service level assessment determined that there may be a need for enhanced provision of the following amenities to meet community need: gymnasium type spaces, indoor child playgrounds, multipurpose program rooms, seniors spaces, walking/running tracks, and youth spaces.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increase recreation and culture programming.</li> <li>▶ Work with community associations/halls to maintain facilities and respond to shifting expectations.</li> <li>▶ Increase opportunity for special events through partnerships and alternative locations/balance of opportunities throughout Leduc County.</li> <li>▶ Enhanced focus on self-structured and virtual programming.</li> </ul>
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>▶ Community groups are generally satisfied with support received from the County</li> <li>▶ Attracting and retaining volunteers is a key challenge, particularly for rural organizations.</li> <li>▶ Residents are highly supportive of cost sharing agreements to deliver recreation and parks services and opportunities.</li> <li>▶ Need to be adaptive and reflective of shifting needs and priorities.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Enhanced marketing and communications efforts.</li> <li>▶ Leadership role in volunteer management and coordination.</li> <li>▶ Explore further coordination and collaboration with regional partners and organizations to provide recreation and parks services and opportunities.</li> <li>▶ Increased support for community organizations.</li> </ul>



**Figure 6: Household Satisfaction with Current Recreation and Parks Opportunities (County Household Recreation Survey, 2022)**









# 3

## Strategic Foundations

Recreation and parks opportunities are highly valued by residents, community groups, and visitors of Leduc County. Significant investment has been made by the County to provide recreation and parks opportunities. Recreation and parks also help Council achieve broader strategic priorities, which is a rationale for investment in recreation and parks initiatives. The provision of recreation and parks is not formally legislated in Alberta; there are no guidelines or parameters municipalities must adhere to related to investment in facilities, spaces, or programs.

To ensure the County is getting the most out of its investment in recreation and parks, it is important to state strategic intentions such as what outcomes an investment should lead to and guiding values that will direct and shape the action of Council and administration. The following vision statement and values have been developed to explain what Leduc County is trying to achieve with its investment in parks and recreation opportunities.

The vision helps to shape organizational culture and provides direction on how to best move recreation and parks into the future. It is meant to answer the question, *Why does the County invest in recreation and parks?*

*“Leduc County is home to many parks and open spaces and offers a variety of recreation opportunities for residents. We support residents through subsidies and preventative programs, and work with community groups to bring events and activities to communities throughout Leduc County.”*

Leduc County Strategic  
Plan 2022-2025



## Vision Statement

*Leduc County invests in parks and recreation so residents and visitors can be active and connected to each other, their community, and nature.*

As the vision statement answers the question “Why we invest,” the following value statements answer the question, “How does the County invest in recreation and parks?” The value statements are important considerations to guide decision making and future recreation and parks service delivery. The values are complementary and should be considered as a set.

## Values



**Healthy communities** recreation inspires communities to lead healthy lives and be engaged in their community; providing decision makers with inspiration to make Leduc County a great place to live.



**Collaboration with volunteers**, community groups, agencies, and neighbouring municipalities are valued; decision makers are committed to working collaboratively with community partners.



**Accessible and inclusive** recreation and parks opportunities and spaces are safe and welcoming for all County residents and visitors to access; decision makers are committed to providing equitable opportunities to be active and creative.



**Fiscally sustainable** recreation and parks opportunities and spaces will be delivered in a manner that makes responsible and efficient use of current and future resources; decision makers will consider the needs of current and future residents in defining service levels.



**Stewardship** recreation and parks opportunities and spaces will be respectful of the natural environment and County landscape; decision makers will demonstrate leadership in the advancement of environmental stewardship and conservation.

The vision and values are expected to be static over time. They represent a philosophy that drives investment in recreation and parks and are founded in the benefits of these services and the broader strategic intentions of the County as a municipality.

# Recreation and Parks Master Plan Goals

More specifically related to the current state of recreation and parks in 2023 and the County's current related efforts and services, the following goals have been identified as important drivers over the next 10 to 15 years. These goals are explained below and drive the recommendations that follow.

## Goal 1: Inspire Active Living

Leduc County supports a variety of recreation and parks opportunities for residents so everyone can benefit from an active lifestyle.

## Goal 2: Support Vibrant Communities

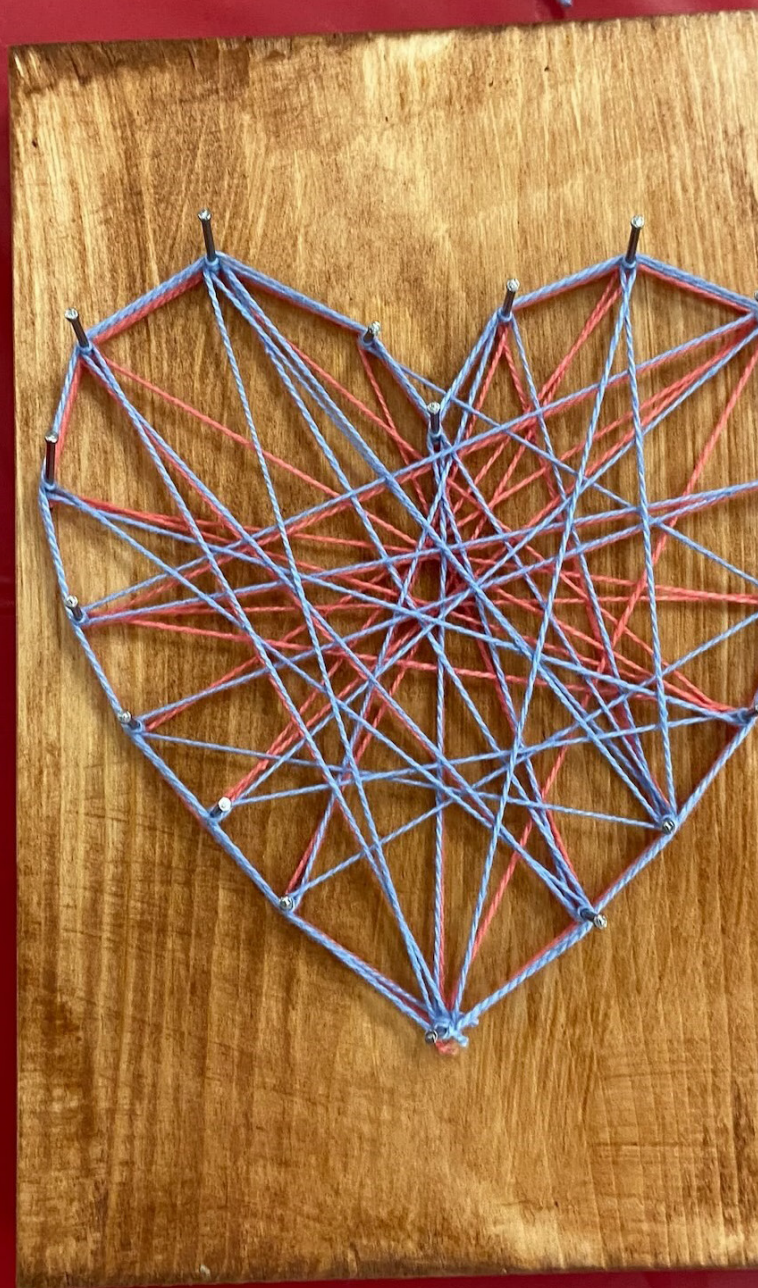
Leduc County supports the provision of high-quality recreation and parks spaces that contribute to vibrant and connected communities.

## Goal 3: Build Recreation Capacity

Leduc County supports the delivery of recreation and parks opportunities through complementary policies, practices, and systems for volunteers and community organizations.

## Goal 4: Cultivate Environmental Responsibility

Leduc County supports the energy-efficient design and operation of recreation facilities and spaces and implements sustainable practices in the management of parks, trails, and open spaces.





# 4

## Recommendations

To achieve the vision and goals outlined, and in considering the values presented, the following recommendations are meant to sustain and enhance the current state of recreation and parks in the County.



**Current State of  
Recreation and Parks** ►



**Vision, Goals,  
and Values** ►



**Enhanced State of  
Recreation and Parks**





## How To Read Recommendations

**Planning Area:** Parks and Trails; Recreation Facilities, Services, and Programs; Service Delivery.

**Recommendation:** Specific target to be achieved through administrative action that will support meeting some or all the stated goals.

**Evidence:** Identify elements from the research and public participation phases that support each recommendation.

**Goals:** Identify which of the Plan goals the recommendation is supporting/aligned with.

**Framework for Recreation in Canada:** Identify which of the Framework's goals the recommendation is supporting/aligned with.

**Actions:** Implement direction for administration to achieve associated recommendations.

**Timeline:** The recommended timeline to complete a project or action is indicated.

Short (S: 0 - 2 yrs) Medium (M: 3 - 5 yrs) Long (L: 6 - 15 yrs) Ongoing (O)





## 4.1 Parks and Trails

Leduc County residents and visitors are keen to engage with their local and regional parks, trails, and open spaces. Park spaces in the County currently accommodate a mix of recreational activities for residents of all ages and interests, including:

- ▶ Social gathering and connecting.
- ▶ Celebrating and recognizing County heritage and history.
- ▶ The opportunity to recreate in and around water.
- ▶ The opportunity to connect with and learn more about nature and the outdoors.

Like many municipalities, Leduc County is experiencing growth and shifting community dynamics. To ensure parks and trails are contextually relevant to best serve residents and visitors, and that natural spaces are protected, it is important to have a structured approach to planning and managing outdoor spaces. Many of the recommendations and action items contained involve the County providing leadership and

education on the appropriate and responsible use and conservation of land. It is important to note that the County is not alone in its intentions to improve behaviours and enhance knowledge. There are several groups the County already partners with that have conservation and environmental responsibility in mind. The Nature Conservancy of Canada, Alberta Trailnet, and Edmonton and Area Land Trust are all examples of like-minded groups that provide resources and that the County does, or could, partner with in promoting and enabling environmental stewardship. Other examples of organizations that have environmental stewardship agendas include partner municipalities, community associations, and local watershed associations.

The recommendations and actions contained within were developed to ensure residents have balanced access to quality parks, trails, and open spaces throughout the County. Over the next 15 years, the County will need to prioritize capital investment in parks and trails to ensure resources are directed to projects that will achieve the highest level of benefit to residents and address identified gaps.



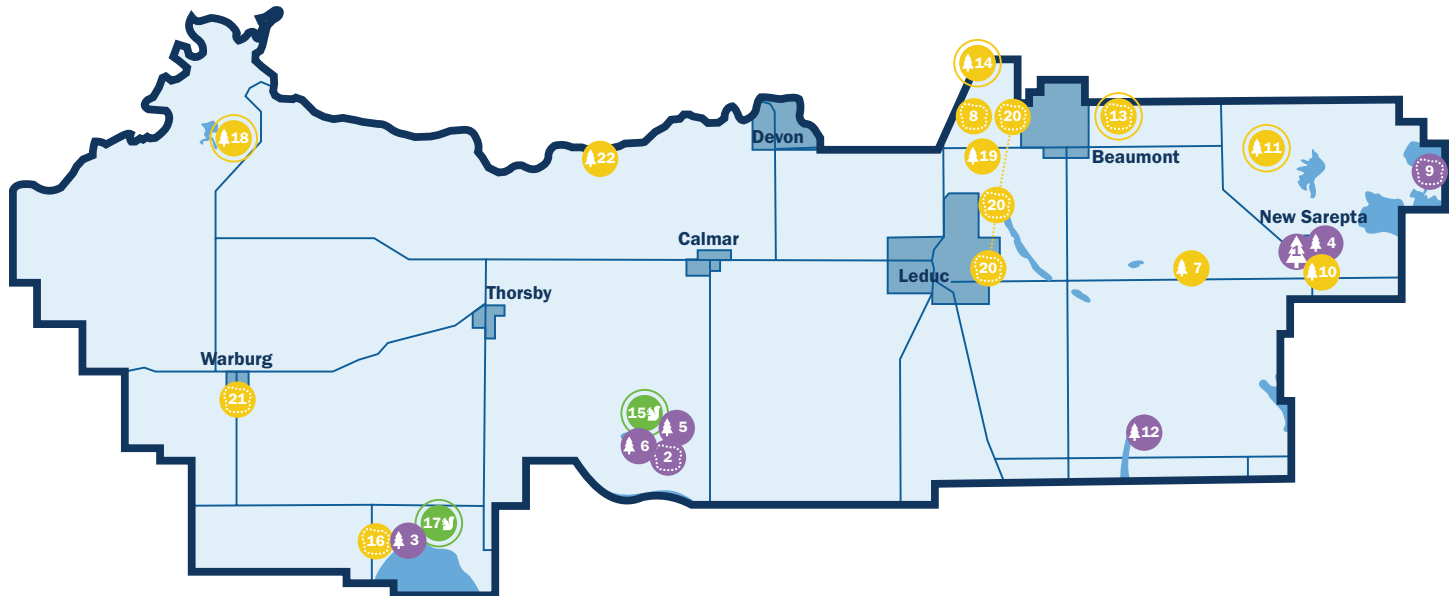
## Recommendation #P1: Parks, Trails, and Open Space Projects



This recommendation highlights the specific park, open space, and trails projects that the County may invest in in the future. This list of projects (as illustrated in Map 3 and detailed in the accompanying chart) has been developed based on known 2023 capital planning of the Parks and Recreation department, uncovered through research and public participation, and expected supply and demand conditions in the County and the broader Edmonton Metropolitan Region.



Map 3: Parks, Trails, and Open Spaces Potential Projects



## Legend

- = Trails
- = Parks
- = General Location
- = Enhance
- = Potential
- = Naturalization

- |  |  |
|--|--|
| 1 Yardley Jones Park Redevelopment                       | 14 Urban Growth Area Servicing                                   |
| 2 Jubilee Park Campground Winter Trail Access            | 15 Wizard Lake Naturalization                                    |
| 3 Mission Beach Day Use Area Improvements                | 16 Rundles Mission Trail Development                             |
| 4 Centennial Park Campground Playground Replacement      | 17 Pigeon Lake Naturalization                                    |
| 5 Jubilee Park Campground Playground Replacement         | 18 Genesee Area Park Opportunities                               |
| 6 Jubilee Park Phase 2 Day Use Improvements              | 19 Nisku East Reservoir District park                            |
| 7 Rolly View Park Development                            | 20 Telford Lake, Saunders Lake, Blackmud Creek Trail Connections |
| 8 Township Road 510 Trail Linkages                       | 21 West County Rail Trail  |
| 9 Ministik Lake Game Bird Sanctuary Trail and Trailheads | 22 North Saskatchewan Park                                       |
| 10 New Sarepta District Park                             |  |
| 11 East County Community Park                            |  |
| 12 Coal Lake Boat Launch                                 |  |
| 13 East of Beaumont Trail Opportunities                  |  |

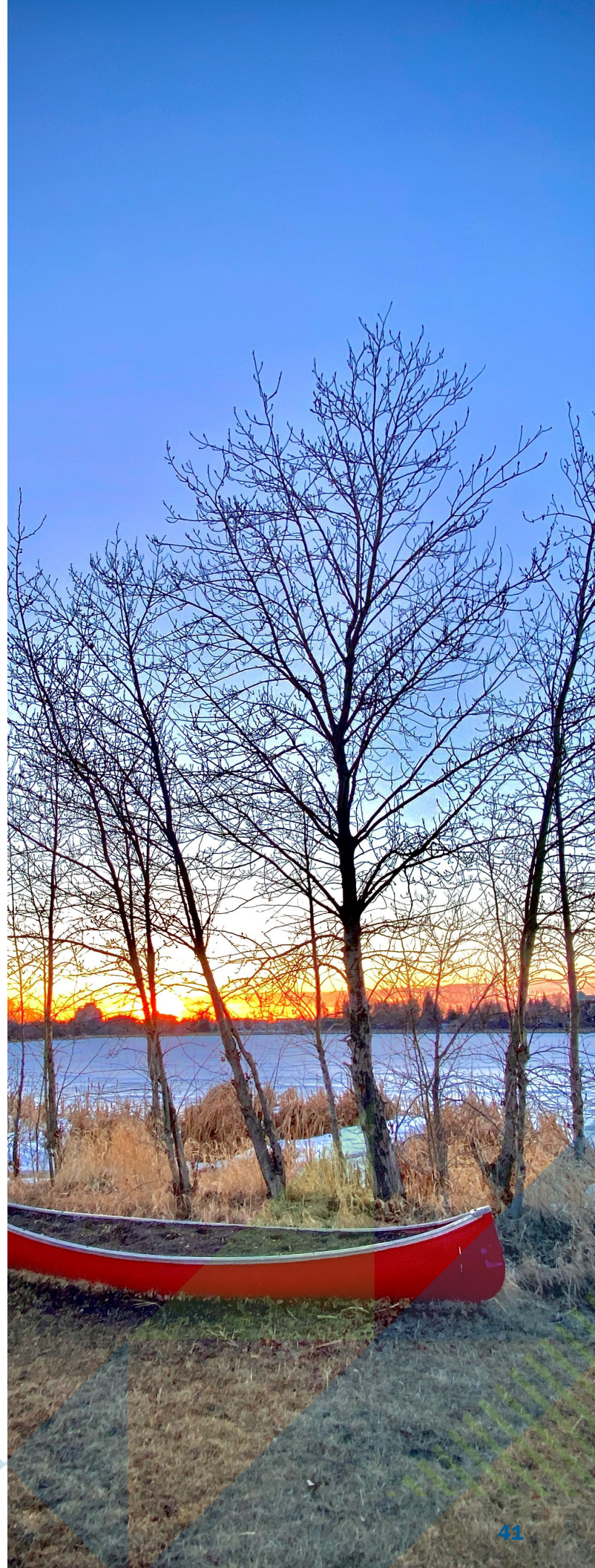
Council Endorsement = **Green Rows** Cost = \$ (<\$100K) \$\$ (\$100K - \$500K) \$\$\$ (>\$500K)  
Time = Short (0 - 2 yrs) Medium (3 - 5 yrs) Long (6 - 15 yrs)

Project	Description	Cost	Time
1. Yardley Jones Park Redevelopment	Create a new vision for community use.	\$	Short
2. Jubilee Park Campground Winter Trail Access	Permit access and allow for parking during the off season. Potential partnerships with winter activity groups.	\$	Short
3. Mission Beach Day Use Area Improvements	Explore opportunities for enhanced amenities to support park use and lake access.	\$	Short
4. Centennial Park Campground Playground Replacement	Replacement of aging infrastructure.	\$	Short
5. Jubilee Park Campground Playground Replacement	Replacement of aging infrastructure.	\$	Short
6. Jubilee Park Phase 2 Day Use Improvements	Rehabilitating the beach and correcting the erosion issues within and affecting the day use area.	\$	Short
7. Rolly View Park Development	Partnership with Rolly View community association to enhance community park amenities to service this area.	\$	Short
8. Township Road 510 Trail Linkages	Linking of trails from East Vistas, along township road 510 to Beaumont.	\$\$	Short
9. Ministik Lake Game Bird Sanctuary Trail and Trailheads	Partnership with the province to expand and promote trail opportunities.	\$\$	Medium
10. New Sarepta District Park	Establishing a new park to meet the communities needs for passive and programmed activities. Land acquisition needed short term with park development following.	\$\$	Medium
11. East County Community Park	A larger park space with potential amenities to service country residential subdivisions.	\$\$	Long
12. Coal Lake Boat Launch	Work with province to see if there are options to enhance this area.	\$	Long
13. East of Beaumont Trail Opportunities	Review and identify opportunities for county residential residents to access Beaumont by trail or safely on roadway as development proceeds.	\$\$	Long
14. Urban Growth Area Servicing	As urban development occurs, the need for urban services and amenities will be required. This also includes ensuring connectivity for pedestrians within and to neighbouring areas. Partnerships could include developers as well as local community groups.	\$\$	Long
15. Wizard Lake Naturalization	Enhance shorelines and vegetation initiatives.	\$	Long
16. Rundles Mission Trail Development	Discuss partnership with Rundles Mission for trail development.	\$\$	Long
17. Pigeon Lake Naturalization	Enhance shorelines and vegetative initiatives.	\$	Long
18. Genesee Area Park Opportunities	Discussion of future park development and natural area preservation with Capital Power/others.	\$\$	Long
19. Nisku East Reservoir District Park	Establishing a new park to meet the community's needs for passive and programmed activities. Opportunity to partner with Beaumont exists to help meet its as well as the East Vistas' growing needs for programmed athletic space.	\$\$	Long
20. Telford Lake, Saunders Lake, Blackmud Creek Trail Connections	A connected trail network as development proceeds to create connected communities. Partnerships with developers and the City of Leduc.	\$	Long
21. West County Rail Trail	Explore the opportunities and constraints of potential rail trail development partnering with the Village of Warburg.	\$\$	Long
22. North Saskatchewan Park	Future river access and regional park.	\$\$\$	Ongoing
	Phase 1 - Risks and opportunities identification	\$	Short
	Phase 2 - Concept and operational planning	\$	Medium
	Phase 3 - Park Development and implementation	\$\$\$	Long



Infrastructure concepts or ideas that are applicable to multiple parks, open spaces, or trails sites:

- ▶ Capital allocation for trail connections that connect rural areas with adjacent municipalities and other destinations.
- ▶ Establish an annual budget allocation for planting trees and promoting naturalization on County lands as appropriate.
- ▶ Collaborate with adjacent landowners, such as the Province of Alberta or private entities, in enhancing access to and experiences at existing parks and open space resources.
- ▶ Monitor and enhance existing active use park spaces and outdoor amenities (such as sports fields, playgrounds, etc.) as warranted through supply and demand analysis.
- ▶ Establish new parks, trails, and open spaces in partnership with land developers in newly developing urban areas as per the County's urban service standards (such as those outlined in the [\*\*Vistas Community Parks and Open Space Strategy\*\*](#)).
- ▶ Establish provision targets and guidelines for resident access to public parks and trails and work to adhere to them.



## Recommendation #P2: Be Consistent and Clear with Parks, Trails, and Open Space Development



This recommendation relates to the County's processes and protocols around planning, developing, and maintaining its parks, trails, and open spaces inventories.

## Recommended Actions

Action		Timeline	Considerations
P2.1	Establish process for park and trail naming.	S	<ul style="list-style-type: none"> <li>▶ Establishing a policy for naming parks and trails will create a transparent and consistent process for naming these spaces in the County.</li> <li>▶ Create transparency with the public on how they may influence the naming of these spaces.</li> <li>▶ Policy should provide guidelines for the park naming and the roles and responsibilities for those requesting the naming.</li> </ul>
P2.2	Establish guidelines for accepting and managing environmental and municipal reserves.	M	<ul style="list-style-type: none"> <li>▶ Working within the guidelines set out by the Municipal Government Act (MGA), the County should establish guidelines for environmental and municipal reserves that are reflective of the unique nature of the County.</li> <li>▶ Develop a policy / strategy to guide creation of municipal reserve for different types of parks spaces and for different types of land uses.</li> </ul>
P2.3	Establish guidelines for open spaces that consider different land uses (urban, rural/agricultural, County residential, industrial, and commercial) and population densities.	M	<ul style="list-style-type: none"> <li>▶ Having design standards for open spaces will support consistency throughout the County.</li> <li>▶ Develop standards that align with and support park design standards, the values, and goals of this Master Plan.</li> </ul>
P2.4	Work to protect natural areas and habitats through parks, trails, and open spaces.	O	<ul style="list-style-type: none"> <li>▶ The development of visitor management and education programs are useful tools to promote conservation objectives and responsible land use/visitation.</li> <li>▶ Enhanced signage in parks and along trails should focus on key messaging related to the conservation of natural spaces and habitats.</li> <li>▶ Develop a land maintenance and/or standards of use policy to complement existing policy direction.</li> <li>▶ Ensure that recreational use of County land does not conflict with conservation and sustainability objectives.</li> <li>▶ Develop a Park and Trail Fire Management Plan to provide direction on leading practices for designing and managing fire resilient parks and open spaces, managing outbreaks of fire, and operational guidelines for hazard reduction work and assessing fire threats.</li> </ul>



Action		Timeline	Considerations
P2.5	Continue to use established park design standards to guide and inform development and revisit/update as needed.	0	<ul style="list-style-type: none"> <li>▶ Current park design standards are appropriate and should continue to inform park development.</li> <li>▶ Continue to monitor leading practices related to provision of park standards and update standards accordingly.</li> </ul>
P2.6	Explore how the design of new parks and open spaces can support a healthy environment such as tree canopies for shade and carbon capture, and low impact design.	0	<ul style="list-style-type: none"> <li>▶ Apply a sustainability lens to the development, maintenance, and use of parks, trails, and open spaces.</li> <li>▶ Explore how County parks and open spaces can support meeting broader climate related goals.</li> </ul>



## Recommendation #P3: Increase Use of Parks, Trails, and Open Spaces



This recommendation is related to maintaining and increasing the animation and use of County supported parks, open spaces, and trails.



## Recommended Actions

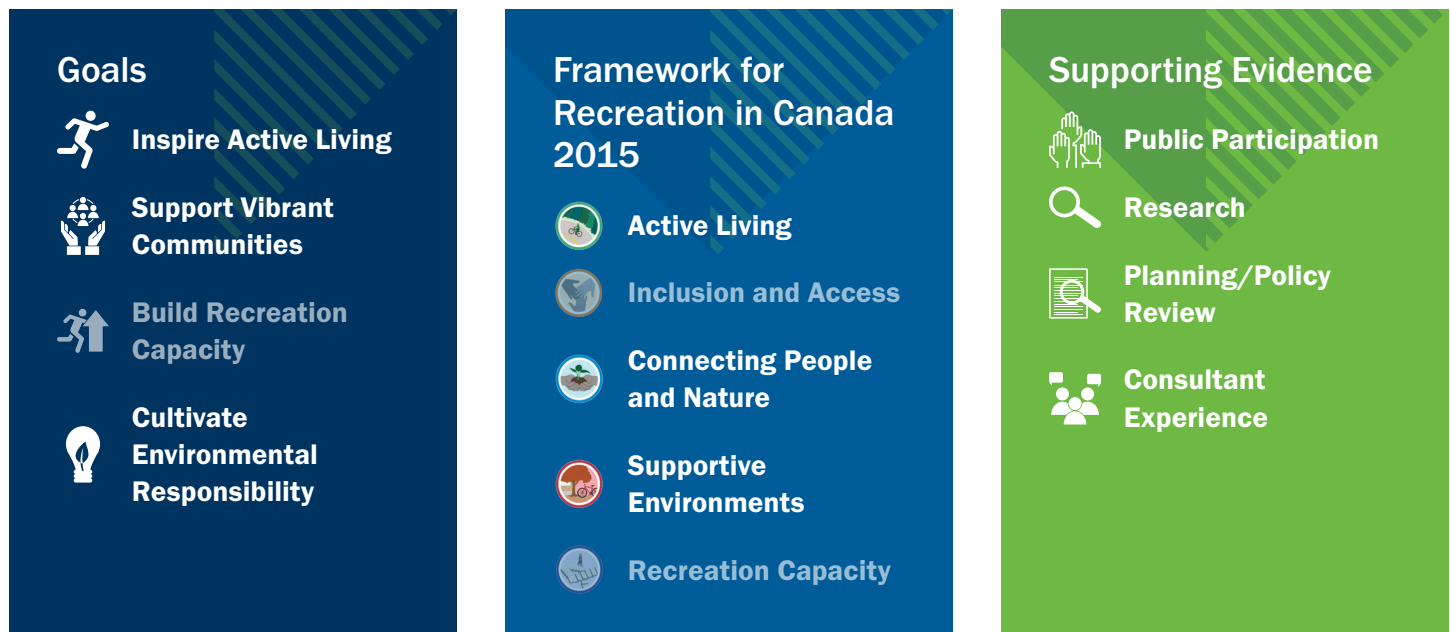
Action	Timeline	Considerations
P3.1 Strive to meet modern user expectations (considering functionality, safety, accessibility, and support amenities) through ongoing planning and enhancement of County-funded parks, trails, and open spaces.	0	<ul style="list-style-type: none"> <li>▶ A common barrier to participation in outdoor activities is a lack of activity support amenities, such as washrooms, parking, lighting, signage, physical barriers, and other experiential elements.</li> <li>▶ Continue to engage residents on their expectations and needs to facilitate use of parks, trails, and open spaces.</li> </ul>
P3.2 Be proactive, either through direct delivery or through partners, in animating parks, open spaces, and trails.	0	<ul style="list-style-type: none"> <li>▶ Determine how parks and open spaces can be animated to meet resident and visitor needs.</li> <li>▶ Work with regional partners to enhance service provision and diversity of opportunities.</li> </ul>



A trail at Jubilee Park Campground



## Recommendation #P4: Connect the Community



Connecting the community means bridging some of Leduc County's geographic areas, such as urban and rural subdivisions, partner municipalities or hamlets, parks, trail features, and waterways. Creating physical connections will help develop a better sense of community and provide outlets for physical activity and active transportation.

## Recommended Actions

Action		Timeline	Considerations
P4.1	Focus future investment in parks and trails that will connect County residents to service areas.	0	<ul style="list-style-type: none"> <li>▶ Existing County strategic plans outline focus areas for maintaining existing and developing new trail connections that will enhance active transportation and physical activity.</li> <li>▶ Parks and Recreation Department should continue to work collaboratively with other County planning departments to ensure a consistent and supported approach to connecting the County through active and traditional transportation methods.</li> </ul>
P4.2	Plan for year-round use of trails through trail design and maintenance.	0	<ul style="list-style-type: none"> <li>▶ Consider adopting a trails classification system to help plan, design, manage, and maintain trails in the County.</li> <li>▶ Leading practices in trails classification are the Trail Development Guidelines for Alberta's Public Lands or the TransCanada Trail Development Guidelines.</li> </ul>
P4.3	Explore potential opportunities for enhanced access to bodies of water for recreation activities.	0	<ul style="list-style-type: none"> <li>▶ Residents are fortunate to have a variety of waterways within the County that can be accessed for recreation activities.</li> <li>▶ Safety and ecological preservation are key concerns, and should be a focus to improve access for recreational purposes.</li> </ul>

## Recommendation #P5: Promote Responsible Land Use and Stewardship



The County has a responsibility to be a steward of the land. This requires a careful balance between enabling recreational use and maintaining the ecological and environmental integrity of County-owned lands. It also means providing leadership and education to private landowners to ensure they have the necessary tools to promote and practice responsible land use and stewardship.



## Recommended Actions

Action	Timeline	Considerations
P5.1 Provide information to County landowners on supports available to conserve and preserve private land.	S	<ul style="list-style-type: none"> <li>▶ Create County specific resources on how landowners can conserve and / or preserve their land.</li> <li>▶ Potential tools include: conservation easements, conservation directives, conservation off-sets, and support programs such as the Albert Land Trust Grant Program.</li> </ul>
P5.2 Educate landowners on responsible access to lakes and bodies of water.	O	<ul style="list-style-type: none"> <li>▶ Target promotion and marketing directly at property owners adjacent or near water bodies should occur to best mitigate poor water access practices.</li> </ul>
P5.3 Educate all parks, trails, and open space visitors on how to be responsible users.	O	<ul style="list-style-type: none"> <li>▶ Develop educational marketing material and communications messaging on responsible land use and visitation.</li> <li>▶ Existing programs can support this recommended action, such as Leave No Trace and FireSmart Canada.</li> </ul>
P5.4 Partner with conservation-focused institutions and groups to allow for educational activities and/ or research in County parks, trails, and open spaces.	O	<ul style="list-style-type: none"> <li>▶ The <a href="#">Nature Conservancy of Canada</a>, <a href="#">Alberta Trailnet</a>, and <a href="#">Edmonton and Area Land Trust</a> are all examples of groups that have publicly available conservation resources and offer programming in the Capital region.</li> </ul>

Leduc County currently partners with or maintains relationships with the following conservation groups:

- ▶ Nature Conservancy of Canada
- ▶ Edmonton Area Land Trust
- ▶ Pigeon Lake Watershed Association
- ▶ Wizard Lake Watershed Association
- ▶ North Saskatchewan Watershed Alliance
- ▶ Beaver Hills Biosphere

## 4.2 Recreation Facilities, Spaces, and Programs

Leduc County residents and visitors are active participants in recreation and all residents benefit from the investment in recreation facilities, space, and programs. Recreation spaces in the County and the wider region (supported by the County) currently accommodate a mix of recreational activities for residents of all ages and interests, including:

- ▶ Active and creative participation
- ▶ Leisure and sport skill development.
- ▶ Social gathering and connecting.
- ▶ Celebrating and recognizing County heritage and history.

Recreation facilities, spaces, and programs are critical community services that contribute to residents' quality of life and provide the opportunity for residents to be connected to each other and their community. High quality recreation opportunities are fundamental to create vibrant communities in which residents and businesses thrive and visitors are attracted to. As an important component to the broader social fabric of Leduc County, recreation facilities, space, and programs must be planned in a structured and responsible manner. The recommendations and actions contained within were developed to ensure residents have balanced access to quality recreation opportunities throughout the County and the wider region. Over the next 15 years, the County will need to prioritize capital investment in recreation to ensure resources are directed to projects that will achieve the highest level of benefit to residents and address identified gaps.

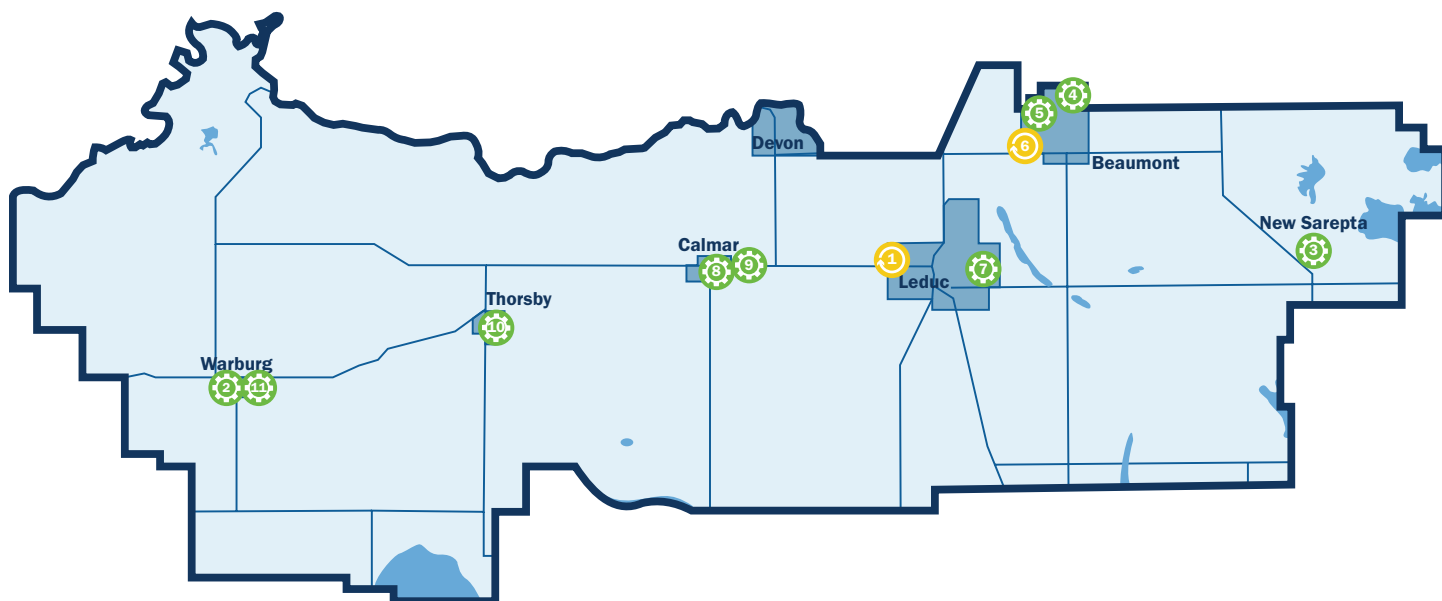
## Recommendation #R1: Recreation Projects



This recommendation in the recreation facilities, spaces, and programs category highlights specific projects that the County or its partners (current or potential) may choose to invest in. This list of projects (illustrated in Map 4 and the accompanying chart) has been developed based on dialogue with partners, uncovered through research and engagement, and expected supply and demand conditions in the County and the broader Edmonton Metropolitan Region.



Map 4: Recreation Infrastructure Potential Projects



## Legend

● = General Location

⚙️ = Continued Operational & Capital Support

☀️ = Potential Future Opportunities

- |  |                                 |
|--|---------------------------------|
| 1 Leduc West Campus Development        | 7 Leduc Recreation Centre       |
| 2 Warburg Arena Redevelopment          | 8 Mike Karbonik Arena           |
| 3 New Sarepta Agriplex                 | 9 Calmar Ag Socitey             |
| 4 Ken Nichol Recreation Centre         | 10 Artic Spas Recreation Centre |
| 5 Beaumont Sport and Recreation Centre | 11 Warburg Facilities           |
| 6 Beaumont Athletic Fields             |                                 |

Infrastructure concepts or ideas that are applicable to multiple recreation spaces:

- ▶ Continue to carry an annual budget allotment for partner-driven capital projects/improvements.
- ▶ Establish a capital reserve with an annual target contribution of 2.1 per cent of replacement value (as recommended by the [Canadian Infrastructure Report Card](#)) of all facilities the County supports through partnerships.

Future Concept = **Green Rows** Cost = \$ (<\$100K) \$\$ (\$100K - \$500K) \$\$\$ (>\$500K)

Time = Short (0 - 2 yrs) Medium (3 - 5 yrs) Long (6 - 15 yrs) Ongoing

Project	Description	Cost	Time
1. Leduc West Campus Development	Continued conversations with City of Leduc regarding the West Campus Development project.	\$\$\$	Medium
2. Warburg Arena Redevelopment	Continued evaluation and upgrading to sustain the facility operations	\$\$\$	Medium
	Phase 2 - Ice Plant and Zamboni room upgrade.	\$\$\$	Short
	Phase 3 - Arena Entrance	\$\$\$	Medium
3. New Sarepta Agriplex	Recreation operating grant and capital assistance to support recreation services	\$\$\$	Ongoing
4. Ken Nichol Recreation Centre	Continued operating and capital assistance through the cost share program	\$\$\$	Ongoing
5. Beaumont Sport and Recreation Centre	Continued operation and capital support through the cost share program	\$\$\$	Ongoing
6. Beaumont Athletic Fields	Continued conversations with Beaumont to address future athletic field needs	\$\$\$	Ongoing
7. Leduc Recreation Centre	Continued operating and capital support through the cost share program	\$\$\$	Ongoing
8. Mike Karbonik Arena	Continued operating and capital upgrading through the cost share	\$\$\$	Ongoing
9. Calmar Ag Society	Recreation grant assistance of operating and capital improvements	\$\$\$	Ongoing
10. Artic Spas Recreation Centre	Continued operating support, upgrades, and improvements through the cost share	\$\$\$	Ongoing
11. Warburg Facilities	Cost share support and continued improvements to the hall and curling rink	\$\$\$	Ongoing
12. Community Halls	Continued operating and capital support.	\$\$\$	Ongoing

*Note: The associated costs for these projects are ongoing lifecycle maintenance and retrofitting activities not one specific project and will occur over the course of this Master Plan.*

## Recommendation #R2: Provide Quality Indoor Opportunities to Be Active and Connected



The County recognizes the importance of indoor spaces in a complete and effective recreation and parks service offering. However, due to the moderate-to-low density nature of the County population base, the County has pursued cost sharing agreements with urban and nonprofit partners to provide access to indoor recreation facilities and programs for County residents. This continues to be a proven and choice delivery model for the County, and it is the desire of the County to continue to provide indoor spaces and most programs in this fashion.



## Recommended Actions

Action	Timeline	Considerations
R2.1 Continue to partner with regional municipalities and community organizations to provide quality recreation spaces and opportunities for residents.	0	<ul style="list-style-type: none"> <li>▶ The County's current cost sharing agreement with regional municipalities should be maintained and revisited as per the current agreement schedules.</li> <li>▶ New indoor recreation projects proposed by regional partners should be assessed on a case-by-case basis to determine the benefit to the community.</li> </ul>
R2.2 Incorporate public feedback and sector leading practices into the planning and delivery of recreational programming.	0	<ul style="list-style-type: none"> <li>▶ Continue to gather resident feedback on existing recreation programming opportunities.</li> <li>▶ On-going evaluation of program offerings will ensure County sponsored and/or delivered programming is responsive to community needs.</li> </ul>
R2.3 Continue to work collaboratively with community organizations and regional partners in the provision of events and service offerings.	0	<ul style="list-style-type: none"> <li>▶ Host regional programming meetings to share information amongst the organizations the County partners with.</li> </ul>

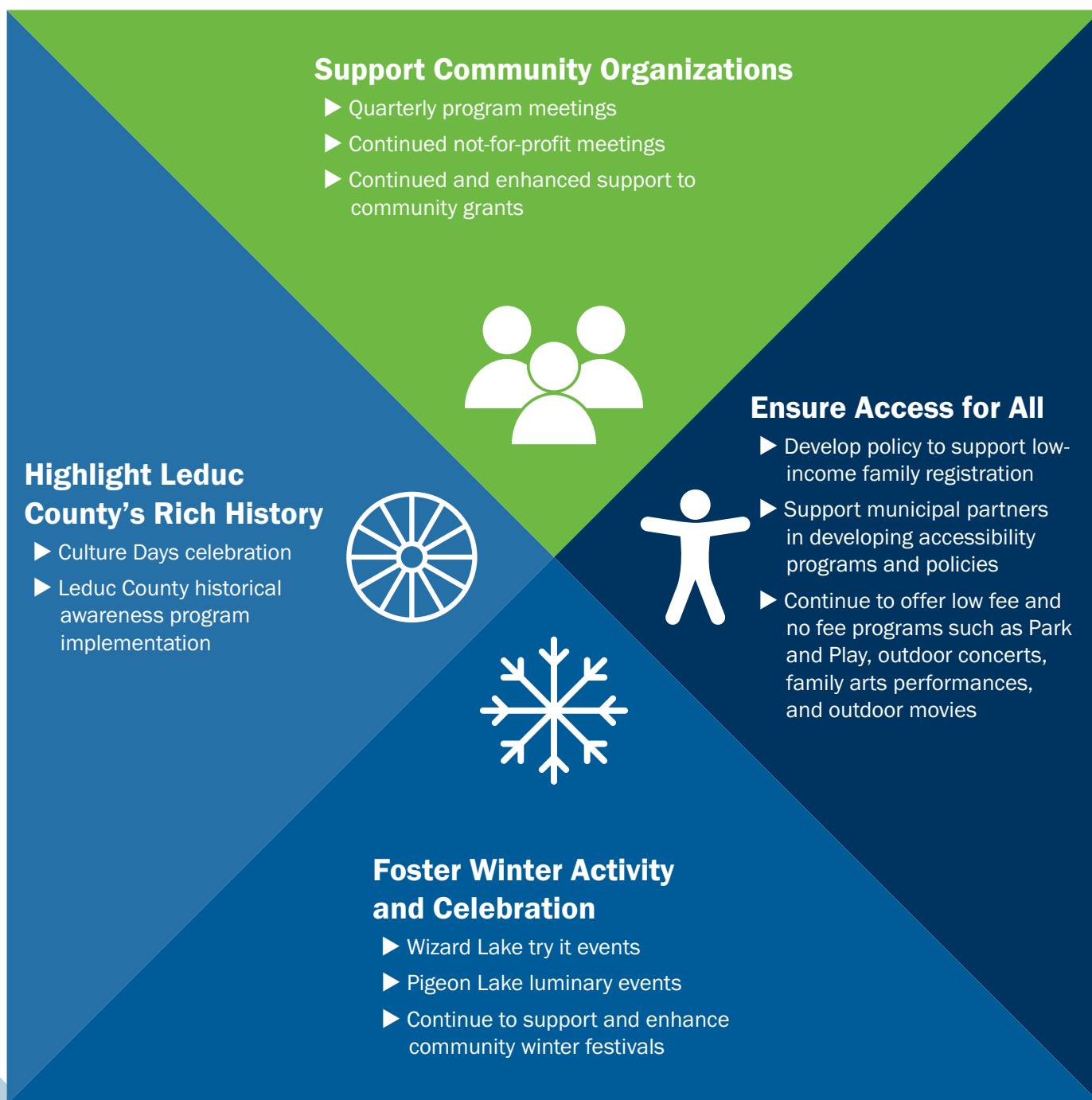


## Recommendation #R3: Support Events and Programs to Foster Community Pride and Connections



The County already supports community events that foster community pride and connection. This recommendation focuses on supporting event organizers to host events year-round (celebrate winter), engage all members of the community and educate residents and visitors on Leduc County's unique history and culture.

Figure 8: County Program and Event Priorities





## Recommended Actions

Action		Timeline	Considerations
R3.1	Create awareness of Leduc County's rich history and culture through existing and new events.	S	<ul style="list-style-type: none"> <li>▶ Offer programs or events that focus on ecology, society, economy, or Indigenous history that could boost community pride throughout the County.</li> </ul>
R3.2	Work with County institutions and cultural providers, such as libraries and schools, so that events and activities will support community-wide involvement for all ages and abilities.	O	<ul style="list-style-type: none"> <li>▶ Continue to work with County organizations to deliver programs and events that foster community pride and connection.</li> <li>▶ Where funding is provided, prioritize funding of programs and events that demonstrate strong alignment with the Master Plan goals and actions.</li> </ul>
R3.3	Support community events and encourage winter community celebrations.	O	<ul style="list-style-type: none"> <li>▶ Current winter events are well received and supported by residents.</li> <li>▶ Community events are one way to encourage and motivate residents and visitors to get outside and stay active year round.</li> </ul>

## Recommendation #R4: Influence the Provision of Recreation Facilities and Spaces in the Leduc Region



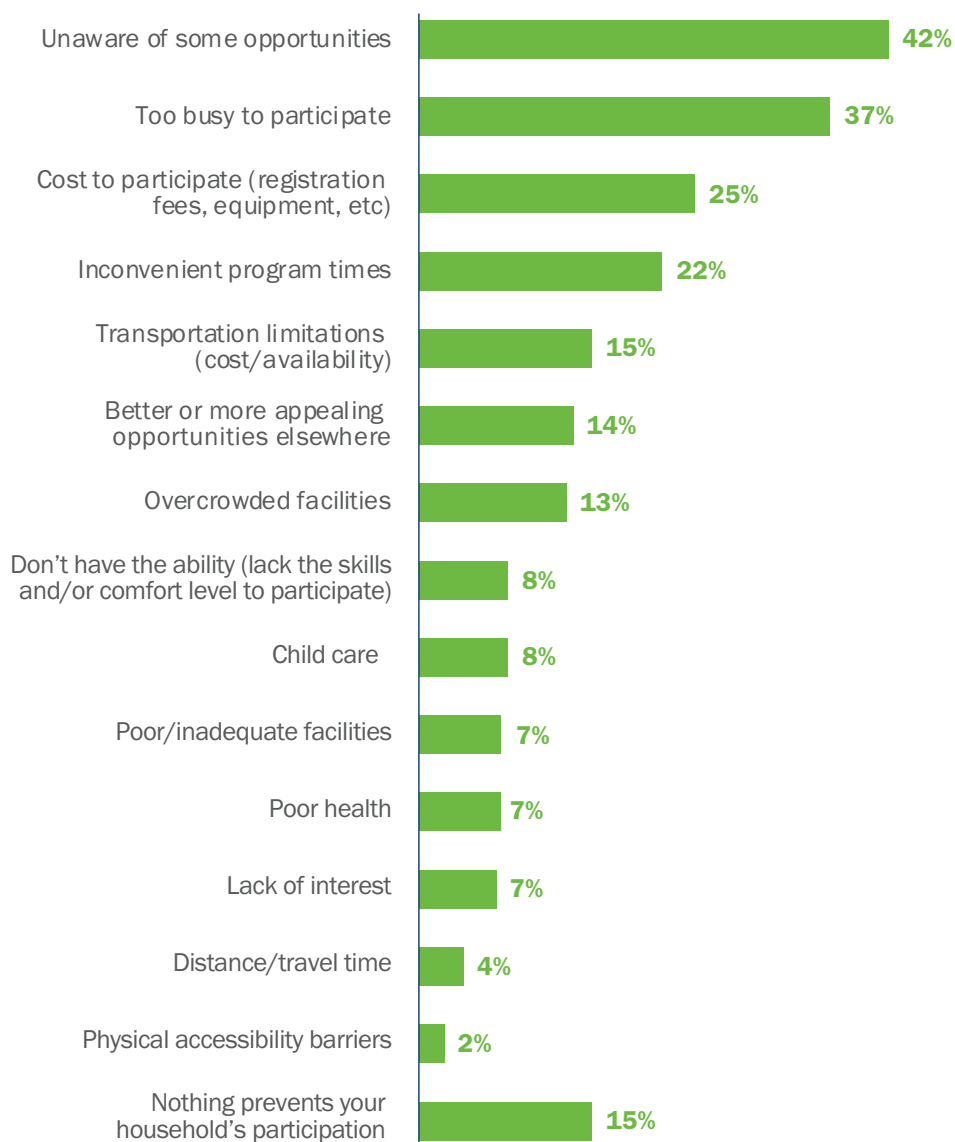
The County has a unique, holistic perspective of recreation facilities and programs across the Leduc Region. It invests in a variety of facilities and programs and could influence the recreation and parks service delivery of all its partners. This influence may lead to enhanced coordination, optimization of regional investment in recreation facilities and programs, and the fulfillment of the County's strategic intentions related to recreation and parks investment.

## Recommended Actions

Action		Timeline	Considerations
R4.1	Continue to pursue partnerships as the preferred method for indoor recreation infrastructure provision.	0	<ul style="list-style-type: none"> <li>▶ The County currently invests in indoor facilities and programs indirectly by funding partner-driven initiatives and partner-owned facilities. This approach should continue.</li> <li>▶ Population density and growth areas should be monitored to evaluate the need for potential future facilities within the County.</li> </ul>
R4.2	Provide a regional perspective on infrastructure provision (supply and demand) that can inform local area planning initiatives.	0	<ul style="list-style-type: none"> <li>▶ The County's perspective is unique and should inform regional planning.</li> <li>▶ Resident needs and concerns should be shared with regional partners to inform facility planning.</li> </ul>
R4.3	Continue to provide, promote, and encourage financial accessibility programs that enable access to County-supported recreation facilities.	0	<ul style="list-style-type: none"> <li>▶ Cost to participate is a significant barrier to participation for many residents when it comes to indoor facilities and programs (see Figure 9).</li> <li>▶ Encourage the continued existence of these programs, and in acting in the best interest of County residents, financial assistance programs could be part of future cost sharing agreements between the County and its partners.</li> </ul>
R4.4	Support leading practices related to physical accessibility and environmentally friendly design and systems for all County-supported recreation infrastructure projects.	0	<ul style="list-style-type: none"> <li>▶ Available government infrastructure funding for new projects and substantial renovations increasingly requires projects to be accessible and resilient in their design and incorporate technologies that reduce long-term carbon emission and mitigate environmental impact.</li> </ul>



**Figure 9: Barriers to Participation in Recreation and Parks Opportunities  
(Community Household Recreation Survey, 2022)**



## Recommendation #R5: Support the Environmentally Sustainable Use and Operation of Recreation Facilities and Spaces



The operation of recreation facilities and parks has an impact on the environment. The consumption of utilities, the use of chemicals, and the emissions from equipment all contribute to a carbon footprint and broader environmental impacts. By working to reduce these impacts, the recreation and parks environmental footprint will be minimized.

## Recommended Actions

Action		Timeline	Considerations
R5.1	Work with County community organizations to complete facility profiles that identify risks and opportunities for sustainability.	M	<ul style="list-style-type: none"> <li>▶ Continue to work with community organizations in maintaining data on County-supported facilities.</li> <li>▶ Utilize gathered data on current state of facilities to create long-term capital plan.</li> </ul>
R5.2	Educate the public on County actions related to sustainability in a parks and recreation context.	M	<ul style="list-style-type: none"> <li>▶ Develop content and messaging about environmentally conscious recreation and parks projects to demonstrate leadership in environmental stewardship with the aim of influencing the actions of residents.</li> </ul>
R5.3	Conduct environmental impact/efficiency audits for all County-supported recreation infrastructure and work towards completing recommended actions.	M	<ul style="list-style-type: none"> <li>▶ Identify opportunities to improve facility operational efficiencies and sustainability.</li> <li>▶ Operational efficiencies may lead to cost savings for the County and its partners.</li> </ul>



# 4.3 Service Delivery

Recreation and parks facilities, spaces, and services within Leduc County are managed, supported, and provided by a myriad of organizations. The County supports facility development and management, park management, land acquisition, services, and programs. Additionally, the County plays a role as the regulator through the creation and implementation of policies and by-laws. As discussed in Section 2 of the Master Plan, the role of the County in providing recreation and parks typically aligns with one of three categories:

Figure 10: Service Delivery Spectrum



Currently the County employs a variety of service delivery approaches, which is appropriate for the service area given the diversity in recreation and parks. Determining the appropriate service delivery approach is a key dimension to providing high quality recreation and parks opportunities in Leduc County. To meet this objective the following recommendations are meant to provide direction on the County’s approach to managing and enriching the delivery of recreation and parks services and opportunities in the Leduc Region. These recommendations and ideas will encompass both recreation facilities, programs, and services as well as parks, trails, and open spaces.

## Recommendation #S1: Support Community Organization Capacity Building



The recreation and parks opportunities that enhance quality of life for residents and visitors in the Leduc Region are the product of the efforts of paid municipal staff, the private sector, volunteers, and nonprofit groups. Although the County has limited opportunity to interact with or influence the private sector, it can help and influence the actions of volunteers and nonprofits through investment (grants and human resources) as well as through information sharing and other supports. It is in the best interests of the County to ensure that all partner groups are as strong and robust as possible because without their continued effort, service levels would most certainly decline.

## Recommended Actions

Action		Timeline	Considerations
S1.1	Continue to monitor and review grant programs to ensure they provide relevant and appropriate support to community organizations and align with County strategic objectives.	S	<ul style="list-style-type: none"> <li>▶ When asked how the County could best support community organizations to address challenges, 73% responded “identifying and securing grant funding”.</li> <li>▶ Current grants programs are effective and provide significant support.</li> <li>▶ Add language or criteria on alignment with the Recreation and Parks Master Plan.</li> </ul>
S1.2	Help County community organizations connect their recreation services, facilities, and opportunities to the regional markets they serve.	S	<ul style="list-style-type: none"> <li>▶ Continue to work with community organization to determine communications and promotional needs, as 35% of community organizations surveyed identified “promotions and marketing” as a key challenge.</li> <li>▶ Leverage County communication and social media to support community organizations.</li> <li>▶ Develop a standardized web-form where community organizations could submit events, programs, and services which may be included in County communications.</li> </ul>
S1.3	Develop an ongoing process to gather public feedback on the delivery of recreation and parks spaces and opportunities.	M	<ul style="list-style-type: none"> <li>▶ Recreation and parks departments are increasingly utilizing data to understand user behaviors, needs, and preferences – in a recent National Recreation and Parks Association (NRPA) survey 90% of respondents identified “data collection and analysis” as important or very important for activities such as master planning, capital investments, programming, and supporting staff.</li> <li>▶ Include recreation and parks-specific questions in future citizen satisfaction surveys.</li> </ul>
S1.4	Standardize and require the gathering of participation and utilization data on all County supported recreation and parks opportunities.	M	<ul style="list-style-type: none"> <li>▶ Leduc County recreation and parks provide great value to residents and the broader community, however complete and consistent data from programs, events, and facilities is needed to tell the complete story of the benefits of recreation and parks.</li> <li>▶ Incorporate participation/utilization data reporting as part of grant requirements.</li> <li>▶ Create data standards to guide and aid in gathering consistent data from County recreation and parks operators and partners.</li> </ul>



Action		Timeline	Considerations
S1.5	Create capacity-building programs for community organizations related to strategic planning, fundraising, and volunteer management.	0	<ul style="list-style-type: none"> <li>▶ When asked about key challenges, 39% of community organizations indicated “attracting and retaining volunteers and organization management and operations”.</li> <li>▶ Continuing to provide and expand on capacity building activities will help to support sustainability of community organizations which provide vital services and programs for residents.</li> <li>▶ Expand supports to include workshops such as grant writing assistance, strategic planning, volunteer attraction and retention, and board governance.</li> </ul>
S1.6	Facilitate the sharing and coordination of resources between community organizations through workshops, events, and other means.	0	<ul style="list-style-type: none"> <li>▶ The Parks and Recreation Department currently facilitates regular meetings of community hall Board members to discuss key issues and provide opportunities for resource sharing. This should be continued as 21% of community organizations identified “reduced opportunities to collaborate with other community organizations” as a key long term impact from the pandemic.</li> <li>▶ Coordinate a roundtable with relevant stakeholders to communicate the outcomes and recommendations from this Master Plan.</li> </ul>

## Recommendation S2: Uncover and Share the Many Recreation Opportunities that are Available to Residents



Building upon the consistent theme of enhanced promotions and marketing efforts is the need to ensure that residents and visitors know about as many of the recreation and parks opportunities they have in the Leduc Region as possible. This involves the County understanding this vast offerings and using its resources and channels to connect potential user markets to them.

# Recommended Actions

Action	Timeline	Considerations
S2.1	Develop, implement, and assess communication tools to share information about recreation and parks opportunities.	S
		<ul style="list-style-type: none"><li>▶ Currently over half of household survey respondents felt they are “adequately or very informed” about recreation and parks opportunities in Leduc County. While that is very positive that the majority are well informed, 42% of respondents indicated a lack of awareness of opportunities as a key barrier to participation.</li><li>▶ The communication tools used by the County should constantly be monitored and measured for success/ impact. They should respond to resident and societal trends and should balance cost with effectiveness when deciding what mechanisms to use.</li></ul>





## Recommendation S3: Foster Strong Regional Relationships and Partnerships



Further strengthening of the various partnerships the County has in place will be key to the successful implementation of the hybrid direct and indirect delivery approach the County utilizes to provide residents with access to recreation and parks opportunities. This involves maintaining existing relationships and cost sharing formulas as well formalizing the County's approach to partnerships.

## Recommended Actions

Action	Timeline	Considerations
S3.1 Develop and implement a formalized community partnership framework policy for organizations that receive support from the County to deliver recreation and parks opportunities.	M	<ul style="list-style-type: none"> <li>▶ County community organizations are valued partners to meet the needs of County residents.</li> <li>▶ Formalizing the County's approach to partnerships in a policy will help to provide transparency and equity among the various existing and future partnerships.</li> </ul>
S3.2 Maintain current cost sharing relationships and be open to enhance relationships if relevant County goals are supported.	O	<ul style="list-style-type: none"> <li>▶ The household survey found 84% of respondents believe that Leduc County should provide recreation and parks services and opportunities through cost sharing agreements.</li> <li>▶ Residents do not see municipal borders when deciding what recreation or parks opportunity to participate in or to visit.</li> <li>▶ The level of support the County provides to municipal partners is at or above provincial averages for the sector.</li> </ul>



## Recommendation 4: Be Accountable and Transparent When Investing in Recreation and Parks Opportunities

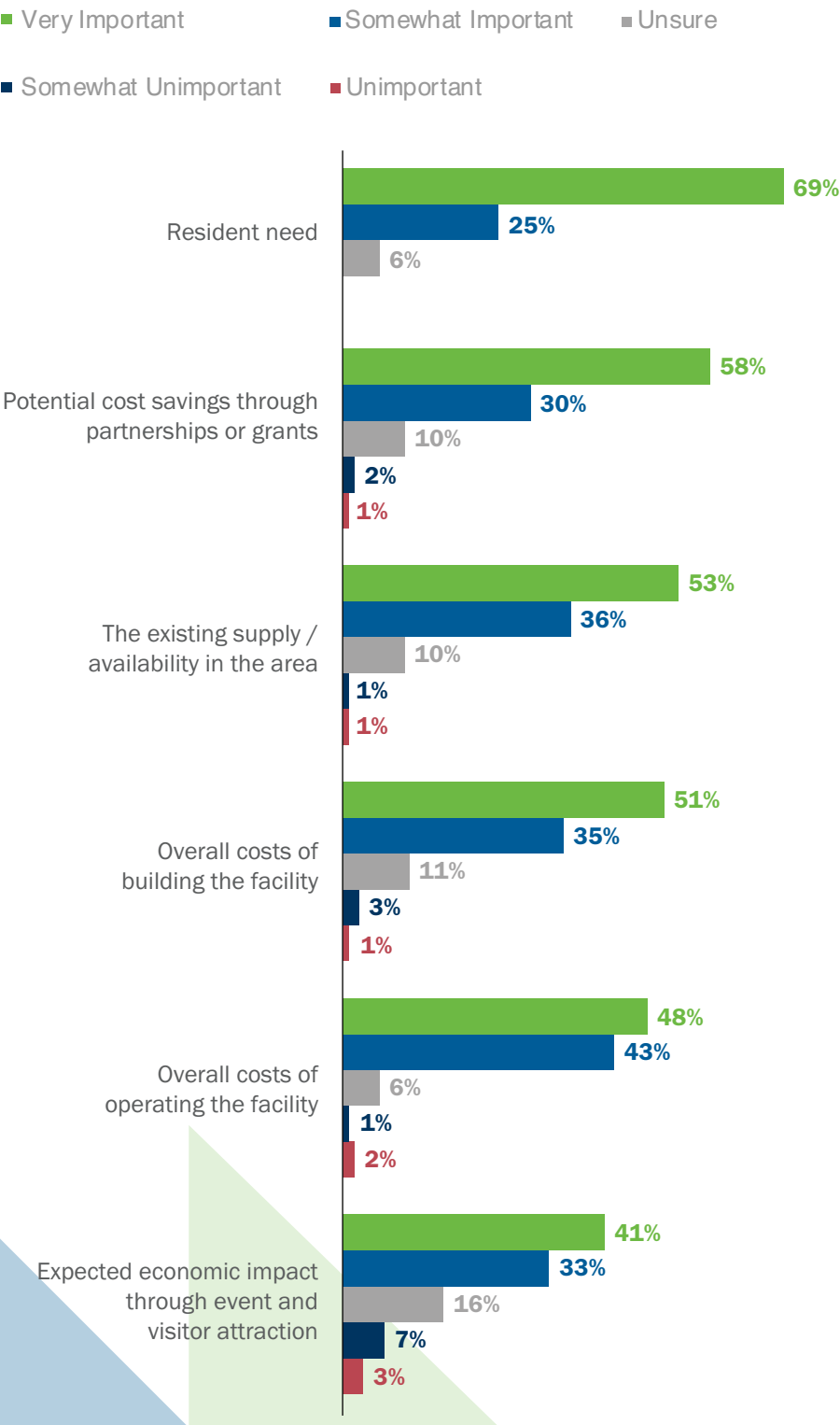


As with any other public service that utilizes tax dollars, recreation and parks investment must remain accountable to Leduc County's citizens. When it comes to providing support for various partner projects, the County is best served if it has its own "opinion" on the rationale for the project so that it can defend its positions to its residents. This is especially relevant to the County as many of the opportunities it invests in are new or retrofitted recreation facilities and spaces, which are brought forward by partners.

Within the Household Survey completed as part of this Study, residents were provided a list of criteria that the County could use when prioritizing investment. For each criteria, residents were asked to indicate how important it should be when projects are prioritized. As illustrated in Figure 11, approximately two-thirds (69%) said "resident need" is very important.



Figure 11: Factors to Prioritize Investment (County Household Recreation Survey, 2022)



## Recommended Actions

Action	Timeline	Considerations
S4.1	Adopt the investment decision making framework (see Appendix C on page 88). Review the framework criteria and weighting every 3 to 5 years to ensure it is relevant.	S <ul style="list-style-type: none"> <li>▶ As part of the engagement program for this planning process, residents and community organizations were able to provide feedback on the criteria used to guide investment decision making for recreation and parks. Key criteria identified:               <ul style="list-style-type: none"> <li>▶ Resident Need</li> <li>▶ Partnerships</li> <li>▶ Existing Provision</li> <li>▶ Overall Costs</li> </ul> </li> <li>▶ To create transparency and a criteria-based decision-making framework outlining how to assess services levels and prioritize investment in recreation and parks amenities is explained in Appendix F.</li> </ul>
S4.2	Establish practical asset management protocols for the County-supported recreation facilities and spaces.	S <ul style="list-style-type: none"> <li>▶ Managing aging infrastructure is of key concern for Canadian municipalities, including recreation amenities that are vital to the delivery of important community programming.</li> <li>▶ Almost 35% of sport and recreation facilities in Canada are in 'very poor', 'poor' or 'fair' condition and need repair or replacement.</li> <li>▶ The average annual reinvestment rate in sport and recreation facilities is currently 1.3% (of capital value) while the recommended target rate of reinvestment is 1.7% – 2.5%.</li> <li>▶ Work with community partners to create a sustainable level of life cycle reserve budgeting for all County-supported assets.</li> </ul>

# 5

## Implementation

It is anticipated that the Leduc County Recreation and Parks Master Plan will be implemented in phases based on the identified needs of the community, the priorities of County Council, and available funding. As stated at the beginning of the Plan, this Master Plan is designed to be a guiding document for administration, Council, and community partners. It is a living document that will most importantly provide direction and strategic foundations to guide future decisions. However, before initiating work on any of the recommendations and actions contained within, the current realities of the County will need to be considered.





In summarizing the contents of this Master Plan, the following table outlines major initiatives discussed, provides estimated timing (ongoing, short, mid, and long), and estimated cost implications (low, med, high) to support implementation.

Time = Short (0 - 2 yrs) Medium (3 - 5 yrs) Long (6 - 15 yrs) Ongoing  
 Cost = \$ (<\$100K) \$\$ (\$100K - \$500K) \$\$\$ (>\$500K)

#	Action Item	Timing	Cost
<b>Parks</b>			
<b>P1</b>	<b>Parks, trails, and open space projects</b>	<b>See Page 38 for details</b>	
<b>P2</b>	<b>Be consistent and clear with parks, trails, and open space development</b>		
P2.1	Establish process for park and trail naming.	S	\$
P2.2	Establish guidelines for accepting and managing environmental and municipal reserves.	M	\$
P2.3	Establish guidelines for open spaces that consider different land uses (urban, rural/agricultural, County residential, industrial, and commercial) and population densities.	M	\$
P2.4	Work to protect natural areas and habitats through parks, trails, and open spaces.	O	\$\$
P2.5	Continue to use established park design standards to guide and inform development and revisit/update as needed.	O	\$
P2.6	Explore how the design of new parks and open spaces can support a healthy environment such as tree canopies for shade and carbon capture, and low impact design.	O	\$\$
<b>P3</b>	<b>Increase use of parks, trails, and open spaces.</b>		
P3.1	Strive to meet modern user expectations (considering functionality, safety, accessibility, and support amenities) through ongoing planning and enhancement of County-funded parks, trails, and open spaces.	O	\$\$
P3.2	Be proactive, either through direct delivery or through partners, in animating parks, open spaces, and trails.	O	\$
<b>P4</b>	<b>Connect the community</b>		
P4.1	Focus future investment in parks and trails that will connect County residents to service areas.	O	\$\$
P4.2	Plan for year-round use of trails through trail design and maintenance.	O	\$\$
P4.3	Explore potential opportunities for enhanced access to bodies of water for recreation activities.	O	\$\$
<b>P5</b>	<b>Promote responsible land use and stewardship</b>		
P5.1	Provide information to County landowners on supports available to conserve and preserve private land.	S	\$
P5.2	Educate landowners on responsible access to lakes and bodies of water.	O	\$
P5.3	Educate all parks, trails, and open space visitors on how to be responsible users.	O	\$
P5.4	Partner with conservation-focused institutions and groups to allow for educational activities and/or research in County parks, trails, and open spaces.	O	\$

#	Action Item	Timing	Cost
<b>Recreation Facilities, Spaces, and Programs</b>			
<b>R1</b>	<b>Recreation Projects</b>	<b>See Page 52 for details</b>	
<b>R2</b>	<b>Provide quality indoor opportunities to be active and connected</b>		
R2.1	Continue to partner with regional municipalities and community organizations to provide quality recreation spaces and opportunities for residents.	O	\$\$ / \$\$\$
R2.2	Incorporate public feedback and sector leading practices into the planning and delivery of recreational programming.	O	\$\$
R2.3	Continue to work collaboratively with community organizations and regional partners in the provision of events and service offerings.	O	\$
<b>R3</b>	<b>Support events and programs to foster community pride and connections</b>		
R3.1	Create awareness of Leduc County's rich history and culture through existing and new events.	S	\$\$
R3.2	Work with County institutions and cultural providers, such as libraries and schools, so that events and activities will support community-wide involvement for all ages and abilities.	O	\$
R3.3	Support community events and encourage winter community celebrations.	O	\$
<b>R4</b>	<b>Influence the provision of recreation facilities and spaces in the Leduc Region</b>		
R4.1	Continue to pursue partnerships as the preferred method for indoor recreation infrastructure provision.	O	\$\$\$
R4.2	Provide a regional perspective on infrastructure provision (supply and demand) that can inform local area planning initiatives.	O	\$\$\$
R4.3	Continue to provide, promote, and encourage financial accessibility programs that enable access to County-supported recreation facilities.	O	\$\$
R4.4	Support leading practices related to physical accessibility and environmentally friendly design and systems for all County-supported recreation infrastructure projects.	O	\$\$ / \$\$\$
<b>R5</b>	<b>Support the environmentally sustainable use and operation of recreation facilities and spaces</b>		
R5.1	Work with County community organizations to complete facility profiles that identify risks and opportunities for sustainability.	M	\$
R5.2	Educate the public on County actions related to sustainability in a parks and recreation context.	M	\$
R5.3	Conduct environmental impact/efficiency audits for all County-supported recreation infrastructure and work towards completing recommended actions.	M	\$\$

#	Action Item	Timing	Cost
<b>Service Delivery</b>			
<b>S1</b>	<b>Support Community Organization Capacity Building</b>		
S1.1	Continue to monitor and review grant programs to ensure they provide relevant and appropriate support to community organizations and align with County strategic objectives.	S	\$
S1.2	Help County community organizations connect their recreation services, facilities, and opportunities to the regional markets they serve.	S	\$
S1.3	Develop an ongoing process to gather public feedback on the delivery of recreation and parks spaces and opportunities.	M	\$
S1.4	Standardize and require the gathering of participation and utilization data on all County supported recreation and parks opportunities.	M	\$\$
S1.5	Create capacity-building programs for community organizations related to strategic planning, fundraising, and volunteer management.	O	\$
S1.6	Facilitate the sharing and coordination of resources between community organizations through workshops, events, and other means.	O	\$
<b>S2</b>	<b>Uncover and share the vast recreation opportunities that are available to residents</b>		
S2.1	Develop, implement, and assess communication tools to share information about recreation and parks opportunities.	S	\$
<b>S3</b>	<b>Foster strong regional relationships and partnerships</b>		
S3.1	Develop and implement a formalized community partnership framework policy for organizations that receive support from the County to deliver recreation and parks opportunities.	M	\$
S3.2	Maintain current cost sharing relationships and be open to enhance relationships if relevant County goals are supported.	O	\$\$ / \$\$\$
<b>S4</b>	<b>Be accountable and transparent when investing in recreation and parks opportunities</b>		
S4.1	Adopt the investment decision making framework (see Appendix C on page 88). Review the framework criteria and weighting every 3 to 5 years to ensure it is relevant.	S	\$
S4.2	Establish practical asset management protocols for the County-supported recreation facilities and spaces.	S	\$

Further to this implementation approach and schedule, the following logic model is proposed to help the County measure its performance in implementing this Master Plan as well as monitor the progress and performance of the County's overall approach to recreation and parks provision.



# 6

# Appendices

## Appendix A: Policy and Planning Documents Reviewed

Various policy and planning documents were reviewed that may offer a framework for seeking funding and other support from potential partners. The table below does not present an exhaustive review of documents that may be important for the County to consider, but rather, summarizes and highlights those most relevant to recreation and parks planning.



## County Policies and Planning Documents

Policy or Plan	Purpose	Relevance
<b>Leduc County Strategic Plan 2022 – 2025 (2022)</b>	Leduc County's 2022-2025 Strategic Plan provides a roadmap for our success over the next four years. The Strategic Plan provides direction for both Council and Administration to align the vision for the County.	A high priority of the Strategic Plan is the completion of this Recreation and Parks Master Plan. Within the strategic pillar of 'Deep Community Connections' the County identified the goal of <i>"Leduc County is a safe place for people of all ages to live, and meets people's historic, cultural and recreational needs."</i> The Strategic Plan prioritizes developing quality recreation opportunities within the County. This is helpful to signal the support that Council has for the Plan and for the provision of recreation and parks as a means to foster high quality of life.
<b>Leduc County Municipal Development Plan (2019)</b>	The municipal development plan supports growth and prosperity across all regions of the county by identifying and recognizing the county's unique assets and building upon them. It contains policy approaches to enhance opportunities within rural and urban areas, honouring the unique nature of each.	Prioritizes maintaining existing recreation and parks opportunities at a high standard prior to expanding services. Strong support for the County continuing to provide recreation, parks, and leisure opportunities, as well as the importance of such services to health and quality of life.  The MDP includes direction to implement a program to track progress and identify areas where the county is succeeding, and areas where adjustment is needed. This is helpful direction on how this Plan can be implemented and measured.
<b>Recreation Facilities Study (2012)</b>	The study evaluates the regional needs for recreational facilities and Leduc County's role in providing required recreational facilities.	The Study provides a useful starting point for this Plan to consider facility provision through the contained frameworks that outline how provision can be enhanced and/or structured to make the development and operations of recreation facilities more standardized and transparent.
<b>Leduc County Social Framework (2019)</b>	It is a living document that will lead the services of Leduc County Family and Community Support Services (FCSS) and related social support services over the next 10 years. The Social Framework provides a path towards improved and efficient service provision in the multi-municipal service area that includes the municipalities of Leduc County, Town of Calmar, Town of Thorsby, and Village of Warburg.	Recreation was identified as key priority for residents within the Study's engagement tactics. As well recreation was identified as a part of the key values in contributing to healthy individuals and families.  The guiding principles and values contained within the Social Framework will influence the creation of values for this Plan to ensure alignment and focus on supporting the public good and social fabric of the County.

Policy or Plan	Purpose	Relevance
<b>Parks and Open Spaces Master Plan (2006)</b>	The Parks and Open Spaces Master Plan help guide the management of existing parks and open spaces over a 20-year timeframe.	The Parks and Open Spaces Master Plan provides a useful reference to the strategies employed to management parks, trails, and open spaces within the County. Relevant frameworks and guidelines contained within have informed the recommendations of this Plan.
<b>Park Design Standards (2012)</b>	The Parks Design Standards help guide the development of parks and open spaces in Leduc County and sets minimum standards for park amenities.	The document provides comprehensive parks design standards to guide the establishment of high quality for park developments and redevelopments that meet the needs of the community. Parks and open spaces covered by this document include existing and future public outdoor recreation facilities within the County as well as vacant reserve lands that have the potential to provide recreation opportunities or environmental stewardship. Relevant frameworks and guidelines contained within have informed the recommendations of this Plan.



## Provincial and National Policies and Planning Documents

Policy or Plan	Purpose	Relevance
<b>Framework for Recreation in Canada (2015)</b>	Canadian Parks and Recreation Association (CPRA) national level guiding document that establishes a vision for the delivery of recreation in Canada and five goals to guide recreation providers.	Provides an excellent starting point for recreation planning and a foundation for alignment with other communities and levels of government, bolstering the case for provincial and federal investments in recreation. Goals include supporting active living, inclusion, and access, connecting people with nature, creating supportive environments, and building sector capacity. This Master Plan broadly aligns with the Framework.
<b>Truth and Reconciliation: Calls to Action Report (2015)</b>	To redress the legacy of the residential school system in Canada, the Truth, and Reconciliation Commission (TRC) developed 94 Calls to Action to support reconciliation in Canada.	Several Calls to Action speak directly to sports and recreation, including promoting education on Indigenous sport history and participation, amending policies and programs to ensure inclusivity, and identifying opportunities to connect health goals and initiatives with efforts to promote reconciliation through recreation. Ensuring inclusion is a major theme of this Plan.
<b>Let's Get Moving (2018)</b>	Federal strategy focused on building on existing efforts to get Canadians moving more and presents topics to address sedentary behaviour challenges.	Topics identified include creating spaces and places that are supportive and accessible for physical activity to be part of daily life, expanding public engagement efforts, and on developing multisectoral partnerships to achieve shared outcomes. Many of these topics are addressed within this Plan.
<b>Canadian Sport for Life</b>	Canadian Sport for Life (CS4L) promotes quality sport and physical activity by focusing on Long-Term Athlete Development and Physical Literacy in Canadian communities.	Long-Term Development in Sport and Physical Activity is about ensuring that all people can access quality opportunities that are safe and inclusive, well-run, and developmentally appropriate. Physical Literacy is about motivation, physical confidence, knowledge, and understanding needed to take responsibility for engaging in physical activity for life. Reducing barriers and improving service delivery are key tenets of this Master Plan.
<b>Parks for All (2017)</b>	Developed by the CPRA, this document presents a vision for parks in Canada to support healthy environments and people, as well as four strategic directions to support service providers.	Strategic directions include collaboration (partnerships, expanding efforts in new sectors, strategizing beyond parks boundaries), connecting (raise awareness, facilitate experiences, share stories), conservation (expand and enhance parks and ecosystem services), and leadership (set examples for others, build capacity, maintain systems and resources to support leaders). Many of these strategic directions are advanced through this Plan.
<b>Canada Sport Policy (2012)</b>	Federal policy first developed in 2002 that sets a direction for all levels of government, institutions, and organizations to realize the positive impacts of sport participation.	Underscores the importance and ability of sport systems to deliver benefits to communities and identifies amenities that provide benefits to citizens related to sport participation and physical activity. Strategic directions presented within this plan are aligned with this Policy.

# Appendix B: Recreation and Parks Trends

The following provides a review of trends that were deemed relevant to the creation of this Master Plan and considered in the development of the strategies contained within.

## Demand for Spontaneous and Unstructured Recreation

There is growing demand for more flexibility in timing and activity for leisure pursuits. **People are now seeking individualized informal pursuits that can be done alone or in small groups, at flexible times, often near or at home.** This trend does not eliminate the need for structured activities but suggests that planning for the general population is as important as planning for more traditional structured-use environments. Research on teenage activity preferences in Wales suggests that access and lack of opportunity hinder youth activity levels. Creating a voucher-type program where researchers provided teenagers with funds to pay for preferred activities, researchers found that teenagers gravitate towards fun, unstructured and socially oriented activities such as trampolining, laser tag and going to water parks. Top-down policy approaches are likely ineffective when it comes to increasing youth activity levels, as many teenagers prefer more flexible, spontaneous opportunities.

Spontaneous recreation is broadly characterized as physical activities in which the activities, nature of participation and timing of participation are freely chosen and do not require registration for programs or leagues. Examples of spontaneous recreation activities include walking, running, children playing, skateboarding, and other pick-up sports, games, and activities.

Recreation consumers have a greater choice of activity options than ever before. As a result, service providers are now required to ensure that they are approaching **service delivery fluidly** and in such a way so to be able to quickly adapt to meet community needs. Many municipalities have also had to make hard decisions on activities they are able to directly offer or support, versus those that are more appropriate to leave to the private sector to provide.

## Parks and Greenspace for Spontaneous Recreation

The **value of the local parks and green spaces should not be understated** in times of crisis. A 2020 study conducted by National Recreation and Parks Association<sup>1</sup> found that 83% percent of adults agree that visiting their local parks, trails and open spaces is essential for their mental and physical well-being during the COVID-19 pandemic. Nearly 60% responded that it is very or extremely essential to exercise in parks and green spaces to relieve stress and remain healthy during the COVID-19 crisis. Given the strong connection communities feel to their local green spaces, recreation and parks will be key to social recovery and in the maintaining of community bonds and relationships.

While structured programming and user groups are often the primary consideration when planning for future parks and field spaces, in recent years there has been a **growing demand for passive or “spontaneous” recreation in community parks year-round.** This demand can only be expected to grow because of the COVID-19 pandemic event and related restrictions to organized play/sport. While designated fields and parks can accommodate spontaneous and “pick up” activities, barriers to using these spaces often exist including residents being unaware if a space is booked by an organized user group, physical barriers such as fencing that restricts access, and seasonal limitations such as snow removal and lacking support amenities (shade, warming hut).

<sup>1</sup> <https://www.nrpa.org/publications-research/park-pulse/the-essential-need-for-parks/>

To ensure spontaneous opportunities exist for residents, many municipalities are actively encouraging the use of parks and greenspace for casual and “pick up” activities. In addition to encouraging physical and social activity, encouraging these activities in public greenspaces can result in broader benefits, such as:

- ▶ Increased utilization of parks and open spaces.
- ▶ Reduction in deviant/anti-social behaviour through increased resident value and regular use.
- ▶ Increased opportunities for multi-generational recreation, sport, and physical activity.

Several municipalities have had success encouraging this practice in the following ways:

- ▶ Communicate and promote (through traditional and social media platforms) that unstructured activities are permitted in parks and open spaces.
- ▶ Installation of washroom facilities, shade barriers and warming stations.
- ▶ Regular, year-round maintenance.
- ▶ Signage in park spaces which promotes spontaneous recreational and spontaneous sport.

Physical literacy can be described as the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life

(International Physical Literacy Association, 2017)

## Physical Literacy as Key to Human Development and Health

Physical literacy has become an increasingly prominent concept in the field of sport and recreation in the past few decades. It likens the idea of physical ability to language literacy, in which children, youth and adults follow a development path. The physical literacy model is composed of the basis of knowledge, awareness, behaviours and understanding needed for healthy active living and lifelong participation in physical activity.

Canada, along with the United Kingdom, Australia, and New Zealand, pioneered major initiatives in education, community, and public health to increase physical participation and performance using the physical literacy model. The concept of physical literacy was adapted and popularized by the (Canadian) Sport for Life movement, which was included in the Canadian Sport Policy 2012 as a foundation for sport participation. As a result, many Canadian municipalities are now including physical literacy within their own community sport strategies and policies such as the City of Mississauga Sport Plan, 2013 and the Richmond Sport for Life Strategy, 2010.

A 2018 report on the state of children’s physical literacy in Canada presented the findings of a national research study of over 10,000 children, aged 8 to 12, from 11 cities across the country participated in the study from 2014 to 2017<sup>2</sup>. The study found that **nearly two-thirds of Canadian children haven’t achieved an acceptable level of physical literacy**. The findings were based on daily step counts and questionnaires about physical activities. These findings indicate that more needs to be done to ensure children are physically literate in Canada, and as such the concept of physical literacy will continue to be an important component within the Canadian recreation sector.

2 <https://www.capl-eclp.ca/2018/10/02/canadas-first-state-of-the-nation-report-on-childrens-physical-literacy/>



## Physical Activity and Older Adults

A major trend within recreation and leisure service delivery is greater focus on providing programs and services for aging populations. The **Canadian population is aging steadily and there will be larger cohorts of Canadians aged 65+ than ever before.** This growing population has created a tremendous demand for unique recreation services to meet the needs of older adults. Regular physical activity contributes to the prevention and management of chronic diseases, as well as a host of other health issues older adults face. It also has been shown to reduce the risk of falling and bone fractures as people age, can help prevent or lessen a variety of physical limitations, stave off depression and improve mental well-being, and can significantly help older adults maintain their independence and enjoy daily life.

Today older adults are expected to live longer and live a more active life than the generations past. This will present growing opportunities and user demands for creative, innovative programming for older adults. However, contradictory to these anticipated trends is a 2018 Statistics Canada report<sup>3</sup> that highlighted as older Canadians are becoming less and less physically active over time. The report revealed a slow decline in overall activity levels among older adults. Participation rates of women aged 65 and older in active pursuits declined from 77% in 1986 to 69% in 2015. Over the same period the average time spent by senior men and women on physical activity declined by 35 and 40 minutes per day, respectively. Forty-four percent (44%) of men aged 65 and older participate in physical activities, along with 39% of women. This may indicate a need for recreation programmers to reassess the types of opportunities and experiences they offer older adults.

### The World Health Organization (WHO)'s Global Guidelines of Physical Activity for Adults 65 Years and Older

1. Older adults should achieve at least 150 minutes of moderate intensity aerobic physical activity throughout the week or at least 75 minutes of vigorous-intensity aerobic physical activity throughout the week or an equivalent combination of moderate-and vigorous-intensity activity.
2. Aerobic activity should be performed in bouts of at least 10 minutes duration.
3. For additional health benefits, older adults should increase their moderate-intensity aerobic physical activity to 300 minutes per week or engage in 150 minutes of vigorous-intensity aerobic physical activity per week, or an equivalent combination of moderate-and vigorous-intensity activity.
4. Older adults, with poor mobility, should perform physical activity to enhance balance and prevent falls on 3 or more days per week.
5. Muscle-strengthening activities, involving major muscle groups, should be done on 2 or more days a week.
6. When older adults cannot achieve the recommended amounts of physical activity due to health conditions, they should be as physically active as their abilities and conditions allow.

Source: <https://www.who.int/dietphysicalactivity/physical-activity-recommendations-65years.pdf>

<sup>3</sup> <https://www150.statcan.gc.ca/n1/daily-quotidien/180321/dq180321a-eng.htm>

## Reconciliation with Indigenous Peoples

The 2015 Truth and Reconciliation Commission: Call to Action Report identified sport and recreation as tools for social development to improve the health and well-being of Indigenous peoples and communities (Calls to Action 87 – 91). The platform of Reconciliation in Canada challenges the recreation sector to do more than an acknowledgment of territorial land or of the Calls to Action within the Truth and Reconciliation Report; it is an opportunity to learn about the land Canadians reside on, the traditional peoples and cultures, and to foster new relationships that will lead to healthier individuals, communities, and balanced partnerships. Reconciliation is an ongoing process that must occur in a respectful manner recognizing Indigenous cultural traditions and protocols to enable a positive move forward with Indigenous communities.

Ensuring that Indigenous peoples have the same opportunities, platforms, and support to tell their own stories in their own way and share their perspectives, traditions and cultures is important, as is ensuring that Indigenous voices are included in planning and development for the future of the cultural sector.

## Planning for Multi-Use Spaces

Recreation facilities are being designed to accommodate multiple activities and to encompass a variety of different components. The benefits of **designing multi-use spaces include the opportunity to create operational efficiencies**, attract various users, and procure multiple sources of revenue.

Providing the opportunity for all family members to take part in different opportunities simultaneously at the same location additionally increases participation levels, convenience, and satisfaction for residents.

Creating spaces within a facility that are easily adaptable and re-configurable is another growing trend observed in many newer and retrofitted facilities. Most sport venues are now being designed and constructed in such a manner that staging, seating, and wall configurations can be easily changed or removed as required to host various community and cultural events.

## Celebrating and Recognizing Volunteerism

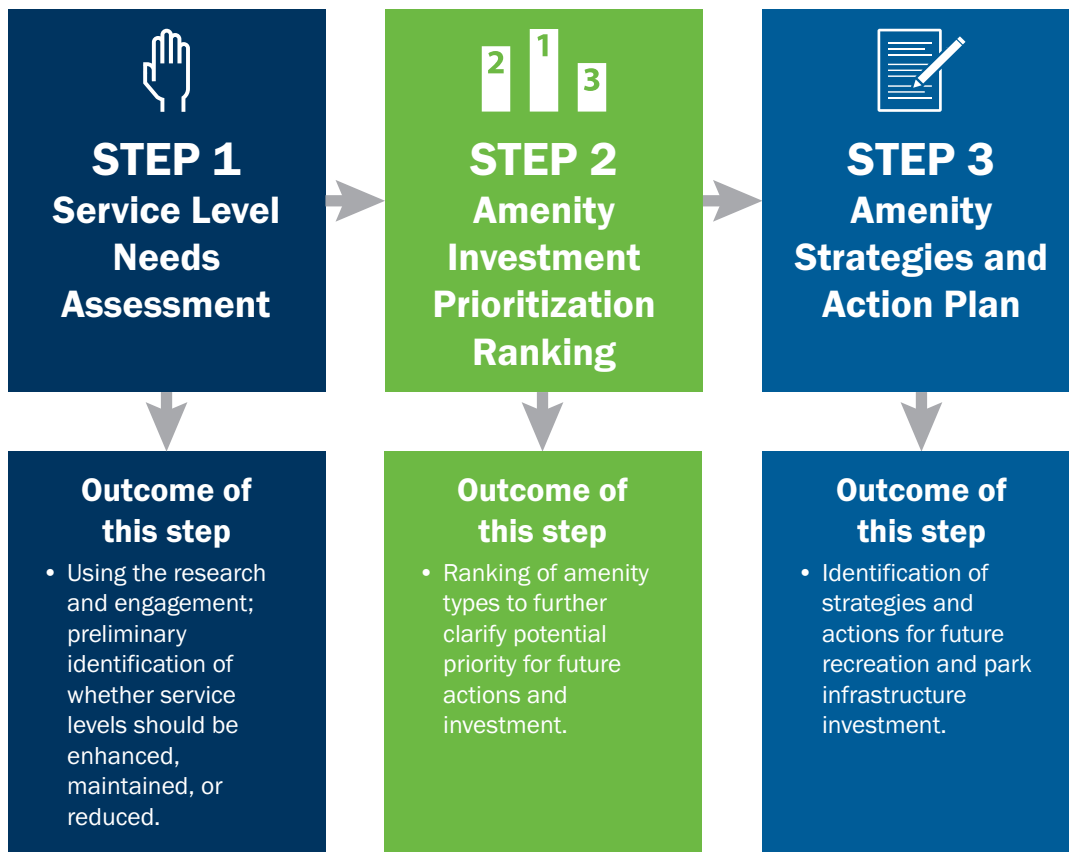
Volunteers play a central role in the development and delivery of recreation opportunities and experiences, including the operations of programs, facilities and the management of parks and trails. Everyday residents offer their time and resources to take action to make their community a better place to live, work and play. They are coaches, officials, and instructors; they serve on boards, event organizers; they are important community leaders. However, **with increasing demands on individual's time, there has been a slight decline in volunteerism across Canada.**

There has also been a change in how people are willing to volunteer – moving from a willingness to commit long durations to serve on boards towards a desire for much shorter one-off volunteerism (e.g., Canada Day event volunteer, park clean up). As such it is important to continue fostering volunteerism, including facilitating opportunities for youth to volunteer who, according to recent Stats Canada research, had the highest rate of formal volunteerism participation across all generations. **Formal recognition of volunteers is a way both of expressing the gratitude of the community and of presenting role models to the people.** This could be achieved by profiling volunteers to highlight their contribution and value within the broader community and regional channels, which would support future recruitment and encourage retention of current volunteers, by increasing volunteer satisfaction because of appropriate recognition.

# Appendix C: Needs Assessment and Prioritization Framework

Due to the nature of the service (broad demand and limited resources), it is not uncommon that decision makers need to consider several potential recreation and parks projects and make a decision about which should receive funding over another. The following approach includes a criteria-based way to assess service levels and prioritize investment in some amenities over others. The framework reflects strategic intent, community input, trends in provision and economic development benefits. As new strategic planning processes are undertaken the relevance and weighting of the considerations outlined in this tool should be revisited and adjusted as necessary.

A three-step process for evaluating infrastructure needs and priorities has been developed and is summarized by the following graphic. This process is based on inputs gathered by the commission including ongoing research and community engagement and leveraging the expertise of staff and external professionals when needed. The information gathered to feed this approach should be revisited as new information comes available.





Step 1 (Service Level Needs Assessment) uses five criteria from the research and engagement process to assess need and suggest whether the provision of a recreation and parks amenity type should be “enhanced”, “maintained” or “reduced”.

**Table 6: Amenity Assessment Considerations**

Service Level Assessment	Considerations/Future Direction
Enhance	<ul style="list-style-type: none"> <li>▶ Continue to monitor demand for amenity provision, consider how private sector may be leveraged or engaged to meet demand.</li> <li>▶ Depending on prioritization assessment, further study may be warranted to address service levels.</li> <li>▶ Assess current assets to determine if programming/configuration can be improved to improve service levels.</li> </ul>
Maintain	<ul style="list-style-type: none"> <li>▶ Ensure an asset management protocol is recommended and adhered to, to protect amenity provision. Evaluate need for a capital reserve to protect amenity.</li> <li>▶ Reinvestment to maintain amenities is warranted to maintain service level.</li> <li>▶ Continue to monitor demand for amenity provision, consider how private sector may be leveraged or engaged to meet demand.</li> <li>▶ Depending on prioritization assessment, further study may be warranted to address if future additional supply is needed.</li> </ul>
Reduce	<ul style="list-style-type: none"> <li>▶ Ensure asset management protocol is recommended and adhered to, to protect amenity.</li> <li>▶ Investment outside of standard/operational maintenance is not warranted.</li> <li>▶ Future investment into the development of new assets for this amenity type should be limited, and at this time is not justified.</li> </ul>

Step 2 (Amenity Investment Prioritization Ranking) undertakes further investigation and prioritization by considering the initial five criteria used in Step 1 along with seven additional criteria that draw in other factors that are important to consider as part of prioritization process. Recognizing that there is a significant cost to simply maintaining existing infrastructure service levels, Step 2 prioritizes both amenity types that Step 1 suggests should be enhanced and maintained.

Step 3 (Amenity Strategies and Action Plan) then applies a practical lens to the prioritization by outlining potential steps and considerations for each of the amenity types.

Amenities which are assessed to be a high priority for the the community are recommended to be studied further with the development of a business case to explore the feasibility of the project for the community.

Key considerations to explore in the business case include:

- ▶ Facility program options
- ▶ Capital and operating costs
- ▶ Impacts to existing facilities and spaces
- ▶ Geographic location
- ▶ Site options
- ▶ Partnerships
- ▶ Funding options

The following table outlines the criteria used to assess need for and prioritize amenities. Note that those highlighted in blue are to be applied to both the service level needs assessment and prioritization steps in the process.

**Table 7: Investment Framework**

Investment Prioritization Criteria	Needs Assessment Criteria	3 points	2 points	1 point	0 points	Weighting (1-5)
		Potentially enhance	Maintain	Maintain	Potentially decrease	
Is the amenity a priority of County residents/rate payers as identified by surveys or other demonstrations of community preferences?	✓	Top priority of County residents	Moderate priority of County residents	Low priority of County residents	Not a priority of County residents	5
Does the proposed project respond to identified market demand?	✓	High market demand	Moderate market demand	Low market demand	Limited or no market demand	4
Is the project multifunctional and accessible to the majority of community members and groups?	✓	Highly accessible	Moderately accessible	Limited accessibility	No accessibility	4

Investment Prioritization Criteria	Needs Assessment Criteria	3 points	2 points	1 point	0 points	Weighting (1-5)
		Potentially enhance	Maintain	Maintain	Potentially decrease	
Does the project align with observed or known recreation, sport, cultural and/or parks trends and leading practices?	✓	Highly aligned with trends	Moderately aligned trends	Limited alignment with trends	Does not align with any known trends	3
Does the project (facility, service, or space) enhance regional recreation and parks opportunities?	✓	Adds new recreation and/or parks opportunity to region	Significantly improves recreation and parks opportunities.	Moderately improves recreation and parks opportunities.	Limited improvement to recreation and parks opportunities.	3
What is the net cost (capital/operating) impacts of the project?		Low overall cost impact to the County	Moderate overall cost impact to the County	High overall cost impact to the County	Not feasible	5
Does the project support economic development (attraction of visitors, events, new residents) in the County?		High opportunity to enhance economic development	Moderate opportunity to enhance economic development	Limited opportunity to enhance economic development	Does not enhance economic development	3
Does the project have any external funding support opportunities?		High external funding potential	Moderate external funding potential	Limited external funding potential	The project has no external funding potential.	1







