



The City of Grande Prairie  
**Recreation and Culture Strategy**

January 2024







## Land Acknowledgement

The City respectfully acknowledges the Beaver, Cree, Dene, and Métis people as the original caretakers of these Lands and surrounding areas. We are grateful to live, learn, work and play on Treaty 8 territory within Turtle Island and acknowledge these Lands have been home to diverse and sovereign First Nations and Inuit Nations since Time Immemorial.



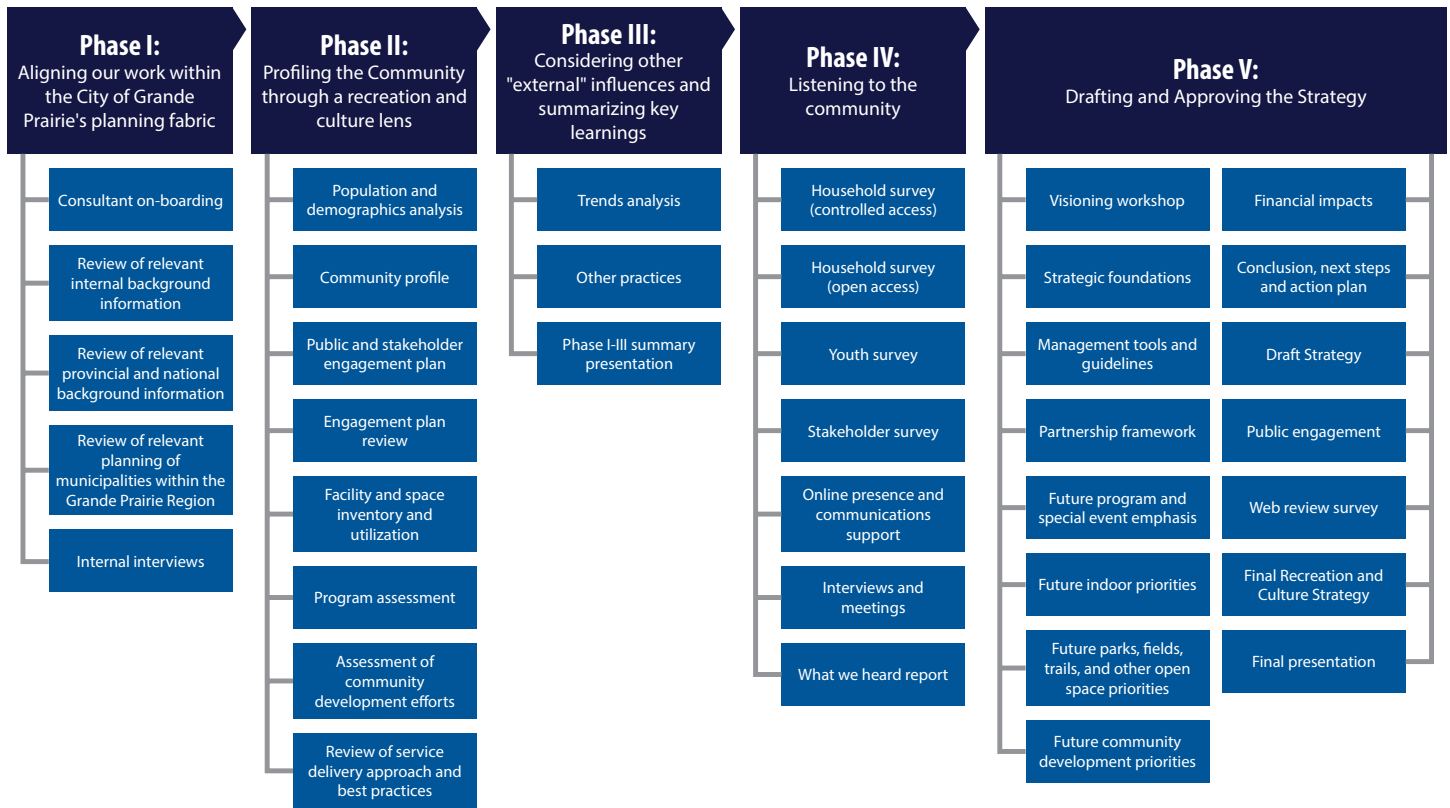
## Executive Summary

The City of Grande Prairie Recreation and Culture Strategy offers a blueprint for future planning and decision-making about investments in recreation and culture facilities, services, and programs that our City and community require over the next 12 years. It is framed around establishing longer-term priorities and recommendations that are anchored in the City's long-range capital plans for recreation and culture, while also shaping direction for our municipal service delivery priorities and partnerships which respond to the interests of residents and recreation and culture communities' collaborators.

Council's adoption of this Recreation and Culture Strategy demonstrates the high-level of support for the future of recreation and culture in the city. To further advance recommended actions in this Strategy, staff and community collaborators will need to undertake detailed planning moving forward. Key decisions on these matters will be supported by detailed plans and staff reports, considered by Council at appropriate times.

More than 1000  
community resident  
survey responses were  
gathered as part of the  
engagement work that  
informed this Strategy.

The Strategy was developed over five distinct phases. The first two phases focused on understanding the current state of recreation and culture in Grande Prairie from a physical and spatial perspective. The third phase studied the recreation and cultural sectors to understand the broader influences that may impact the delivery of and demand for recreation and culture in Grande Prairie. The fourth phase focused on listening to and engaging with residents and community collaborators and contributors to recreation and culture to understand their perceptions, needs and expectations of municipal services.



This Strategy document was prepared in phase five and is the final guiding document. While it looks forward, it is inspired by influences identified in the research and insights shared by the community in the first four phases.

This planning process has highlighted the passion our residents have for recreation and culture; and the important role recreation and culture plays in our community. Nearly all residents, 90% of responses, indicated that recreation and culture are very important to their household's quality of life. Additionally, nearly all residents (96%) agree that it is important to ensure that recreation and culture opportunities are available and accessible for all residents in the community.

# Strategic Foundations and Recommendations

A vision statement and guiding principles have been developed to provide an important foundation for the City and residents to understand why the City invests in recreation and culture and how it makes decisions. The vision and guiding principles reflect the values and desires of residents, collaborators, and community groups as identified through engagement, and align with the broader City strategies and plans to maximize synergies and cross-departmental collaboration.

## Vision

Grande Prairie is a vibrant and healthy city, where residents and visitors have access to equitable recreation and culture opportunities and experiences that foster a high quality of life and community pride.

The **purpose of municipal recreation and culture departments** in Grande Prairie is:

***To foster collaboration and inspire physical and creative participation.***

## Guiding Principles



Inclusive



Collaborative



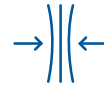
Relevant



Stewardship



Innovative



Resilient



Sustainable



# Big Plays and Actions

This Strategy contains recommendations (objectives) and implementation tactics (actions) that touch upon every aspect of Grande Prairie’s recreation and culture landscape. To successfully implement this Strategy, coordinated efforts and actions from Council, staff, collaborators, and residents will be required.

While there are many actions presented in this Strategy, an approach for understanding where to start and why involves looking at recommendations through various lenses. Some of

these actions will represent shifts in how the City approaches its service delivery and capital budgeting, whereas others point more towards future directions the City may wish to explore, and others yet are focused on achieving operational excellence, which may require smaller-scale changes.

The overall aim of this Strategy is optimization and enhancing Grande Prairie’s overall recreation and culture opportunities and contributing to creating a high quality of life for residents.



## Community Capacity

1. Support community groups to build organizational and leadership capacity.
2. Develop a renewed vision for arts and culture.
3. Enhance policies and procedures to strengthen the planning and delivery of recreation and culture services and programs.



## Equitable Opportunities

4. Develop inclusive opportunities to support active and creative living for all ages and abilities.
5. Improve geographic balance of recreation and culture facilities and spaces.
6. Ensure recreation and culture facilities, spaces and services represent and respect Indigenous voices and culture.



## Innovation

7. Enhance data collection processes.
8. Improve the use of technology to support participation and animate spaces.



## Investment

9. Provide high-quality, sustainable recreation and culture infrastructure efficiently and effectively.
10. Enhance policies and procedures to strengthen the planning and delivery of recreation and culture facilities and spaces.



## Community Celebration

11. Support the hosting of sport, arts and cultural events to realize economic and social benefits.
12. Enhance communication efforts related to recreation and culture opportunities and benefits.

## Looking to the Future

Recreation and culture provide environmental, health, social, cultural, and economic benefits to individuals and communities. Cornerstone to our quality of life and sense of community and belonging, the City of Grande Prairie invests in recreation and culture opportunities to provide life-long physical, mental, and social health and wellness benefits for our residents. This Strategy will help to guide future decision making and ensure that investments made benefit all members of the community and affirm Grande Prairie's reputation as a great place to live, learn, work and play.

Initial implementation of this Strategy will begin with Council's adoption, and the vision and guiding principles presented herein, forming the basis of business and operations planning for our recreation and culture service departments. Actions identified for the first three-year period of the Strategy should be prioritized first, with an eye to initiating planning for medium and long-term recommendations as well.





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# 1 Why We Need a Strategy

## 1.1 Why We Developed a Recreation and Culture Strategy

Recreation and culture services are important and essential services; these services are contributors to enhancing the quality of life of individuals, families, and the community as a whole. They also serve as elements to 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 cultural facilities and spaces also attract visitors and events, which affords the opportunity to highlight the City's commitment to the wellbeing of residents and visitors and our community values. It is for these reasons, and many others, the City of Grande Prairie invests in recreation and culture.

The Recreation and Culture Strategy will be a guiding document for not only the City, but also our partners, and residents for the next 12 years. The Strategy will:

- define sustainable service levels
- improve geographic distribution across the City
- mitigate inequities/barriers to service
- plan for investment in recreation and culture infrastructure
- ensure operational alignment, timelines, and appropriate resourcing to action its strategic priorities

The City's commitment to providing quality recreation and culture is demonstrated by its ongoing investment in infrastructure, community organization support, and strategic planning undertaken to ensure service delivery is optimized.

The demand for recreation and culture opportunities is dynamic. Many things impact the type and quantity of opportunities sought, such as regional population and demographics, trends, shifting community values, community engagement and information about current facilities, programs, and spaces. As such, the development of this Strategy document accounted for forecasts related to our changing community profile/demographics, reflects trends, best practices and changing expectations and practices related to recreation and culture; and incorporated resident and collaborator input on recreation and culture values, needs and expectations.

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

— Framework for Recreation in Canada 2015: Pathways to Well-being

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

— Conceptual Framework for Cultural Statistics, 2011



# Benefits of Recreation and Culture

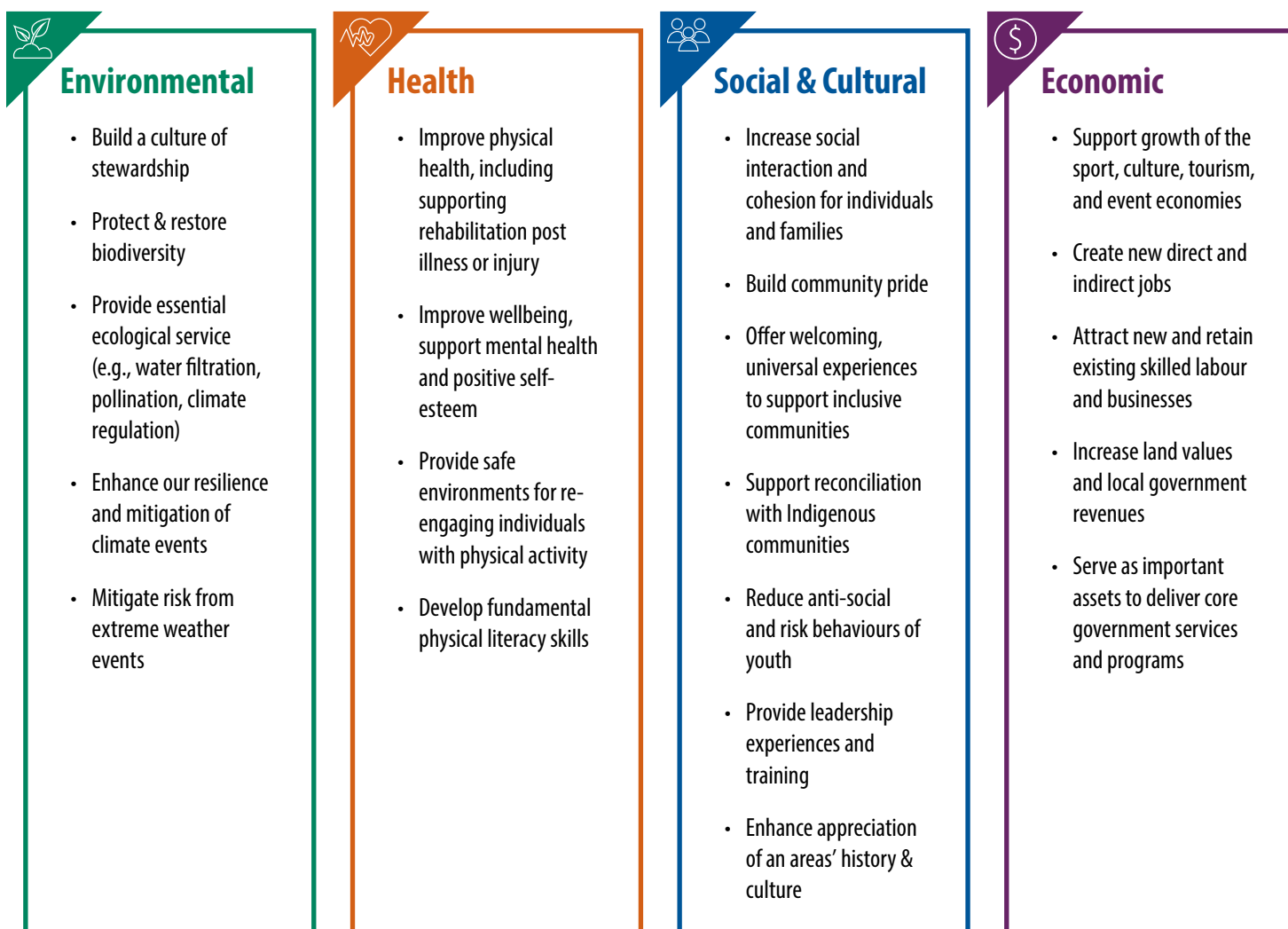
Effective planning and delivery of recreation and culture facilities and services will lead to a variety of benefits for our community and residents. Together the myriad of benefits residents derived from community recreation and culture facilities and services, and the creation of social return justify our municipal investment in recreation and parks. The many benefits that this Recreation and Culture Strategy seeks to optimize for residents and our community are highlighted in Figure 1 below.

“...provides quality of life for residents and outlets for the residents to live happy, healthy lives”

– Interview Participant

**Figure 1: Benefits of Recreation and Culture**

**If well planned, appropriately resourced, and effectively managed, recreation, parks and culture programs, services and facilities can...**



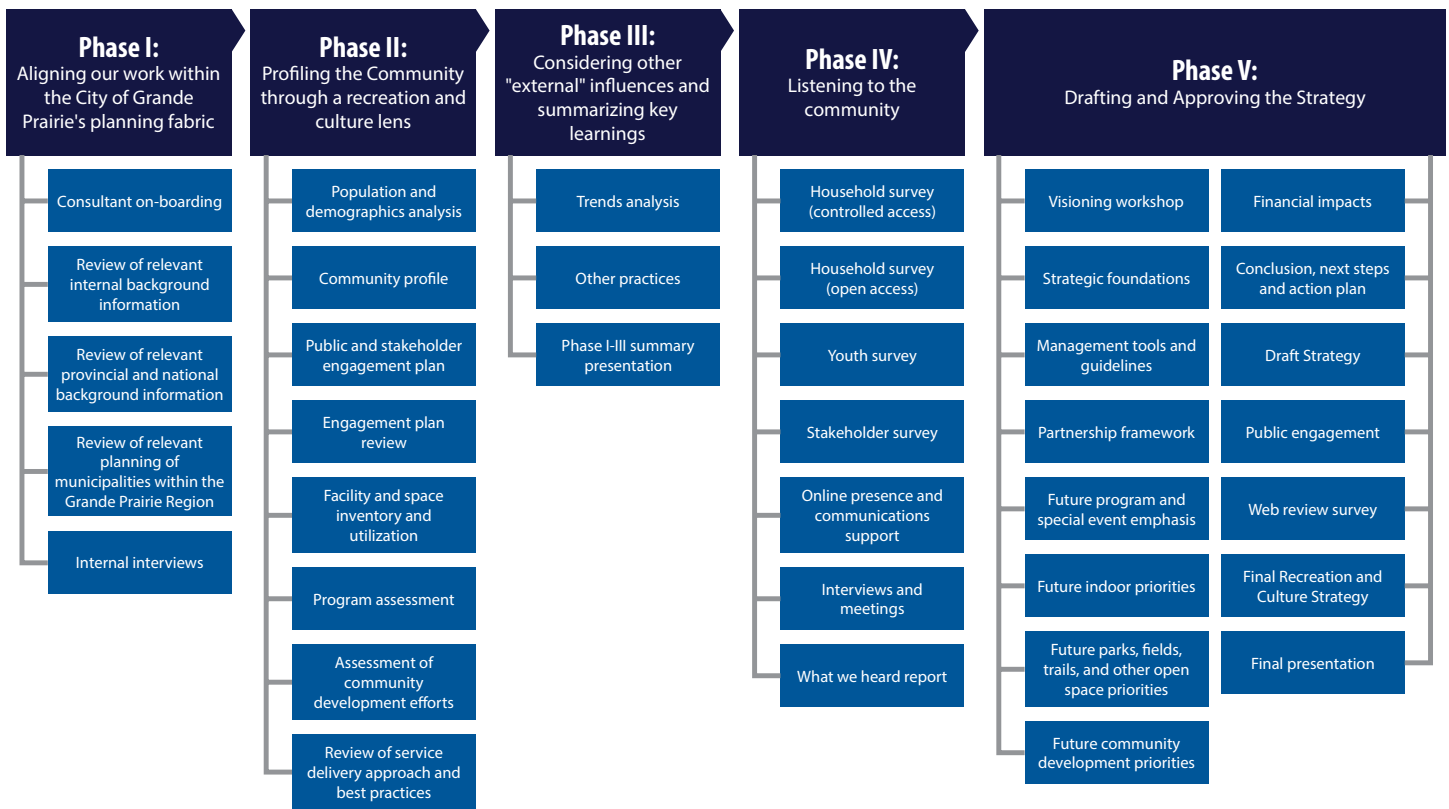
# 1.2 How We Developed the Strategy

The Strategy was developed over five distinct phases, as illustrated in Figure 2 below. The first two phases focused on understanding the current state of recreation and culture in Grande Prairie from a physical and spatial perspective. The third phase studied the recreation and cultural sectors to understand the broader influences that may impact the delivery of and demand for recreation and culture in Grande Prairie. The fourth phase focused on listening to and engaging

with residents, community collaborators and contributors to recreation and culture to understand their perceptions, needs and expectations of municipal services.

This Strategy document was prepared in phase five and is the final guiding document. While it looks forward, it is inspired by influences identified in the research and insights shared by the community in the first four phases.

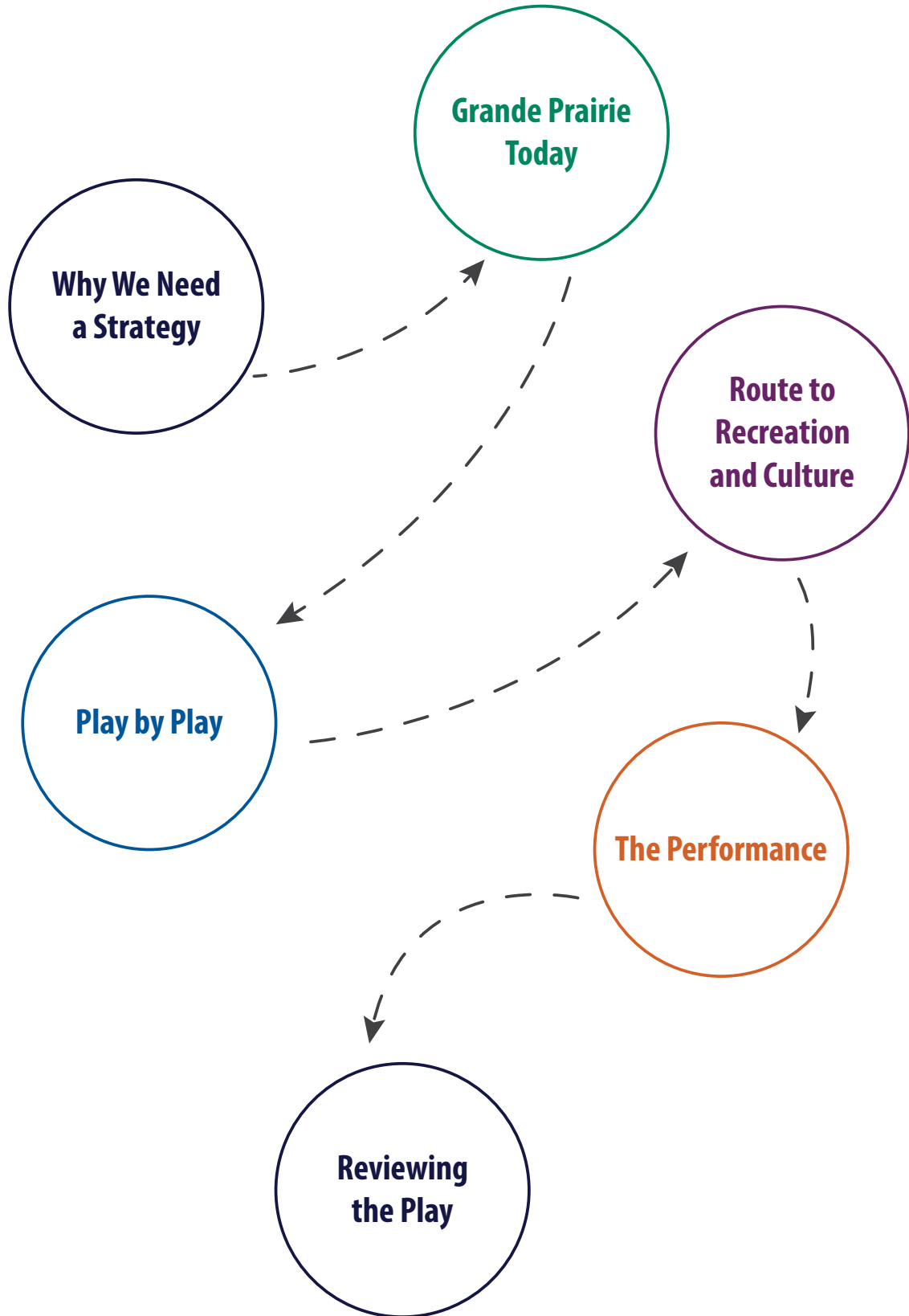
**Figure 2: Overview of the project process and inputs**



This Strategy is designed to provide guidance for elected officials in their decision-making processes while also providing a starting point for City Administration to implement recommendations aimed at enhancing the current state of recreation and culture. The directions and

recommendations provided herein are not binding and can be addressed in alternative timelines than those presented. There will be a final sixth phase which will focus on supporting the implementation of the Strategy by City Administration.

# 1.3 Strategy Playbook





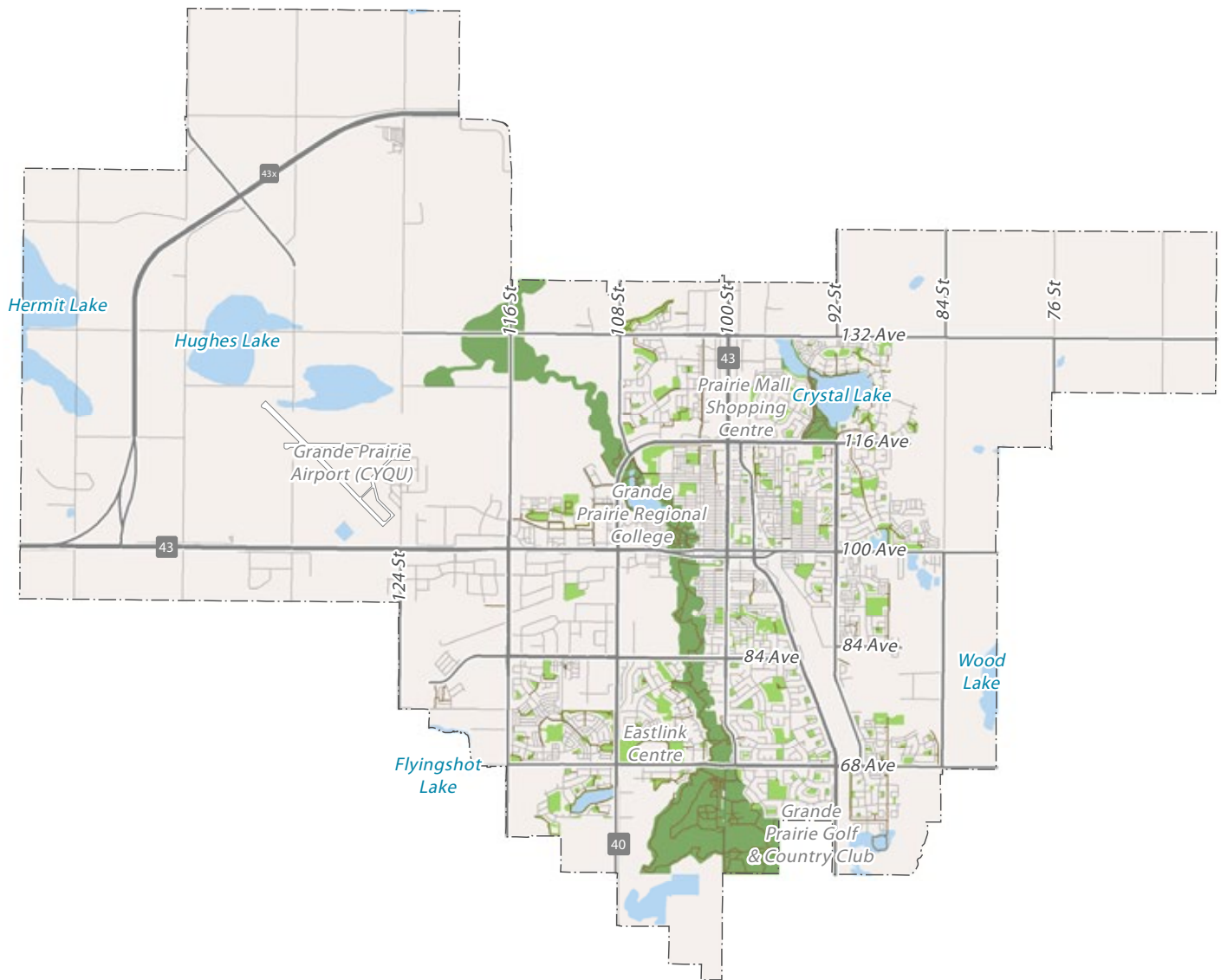
# 2

## Grande Prairie Today

### 2.1 Our City and Our People

Grande Prairie is located in the heart of Peace Country in Northwestern Alberta. Our community was historically known as Buffalo Plains, in reference to the buffalo that would roam the prairie lands. After incorporation of a Village in 1914, and Town in 1919; The City was incorporated in 1958 following the construction of key highways that would situate our city favourably as a regional service centre. Today Grande Prairie is a regional hub for nearly 300,000 people from across Northern Alberta, Northern British Columbia, and the Northwest Territories. The city is the largest commercial centre north of Edmonton, Alberta.

## Map 1: Study Area



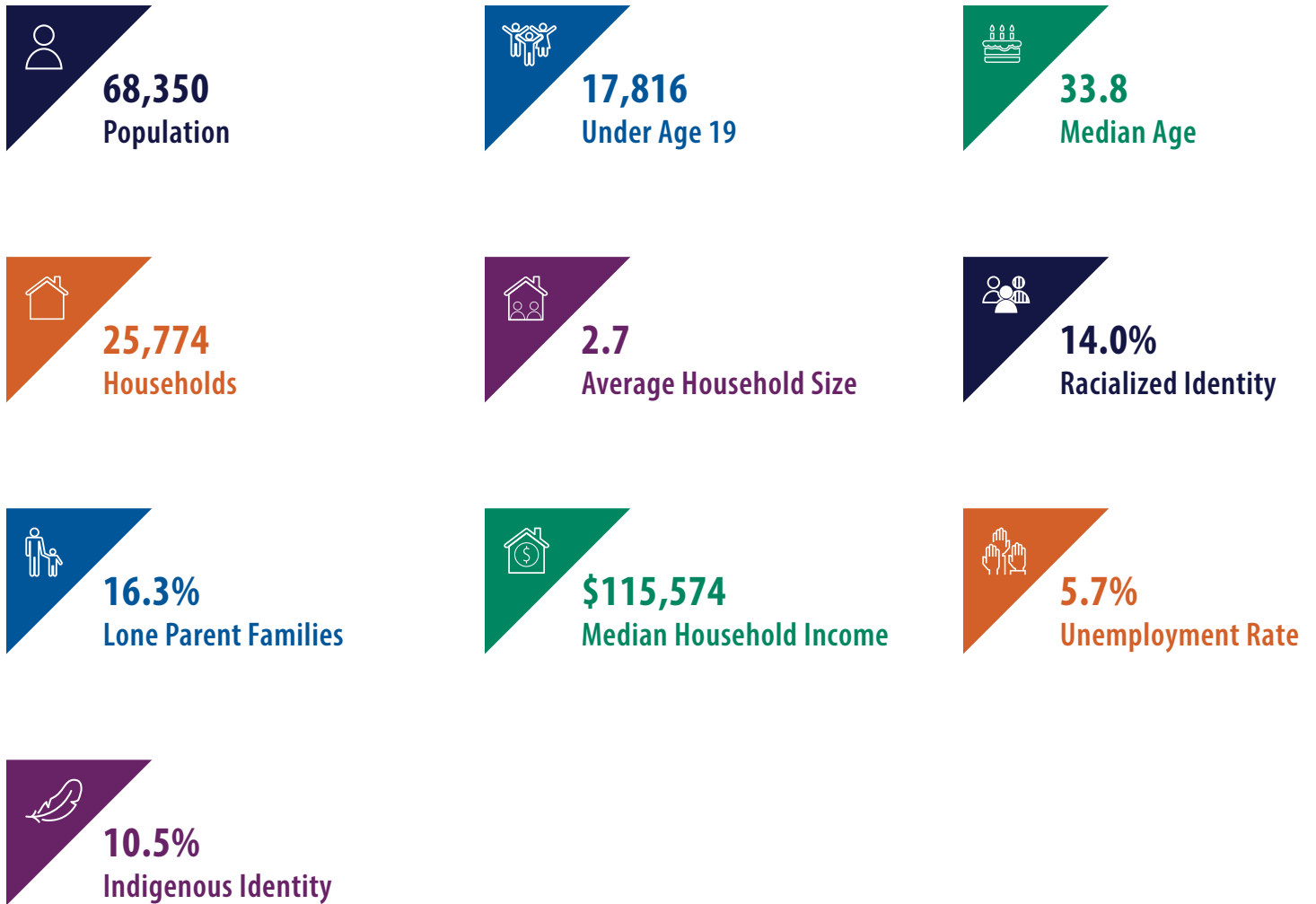
### Grande Prairie:

- Has a younger resident median age (33.8 years) compared to the provincial median age of 36.7 years and the national median age of 41.2 years. With the largest age cohort between the ages of 30 to 39.
- Median household income is significantly higher than the provincial average of \$93,835.
- Has a comparably lower prevalence of low-income residents, as measured by Statistics Canada, compared to the provincial average, but policies are still required to ensure recreation and culture are accessible to economically marginalized households.
- Population includes representation from more than 80 different cultural and ethnic groups, including 10.5% of residents identify as Indigenous and 14.0% identify as a racialized individual.



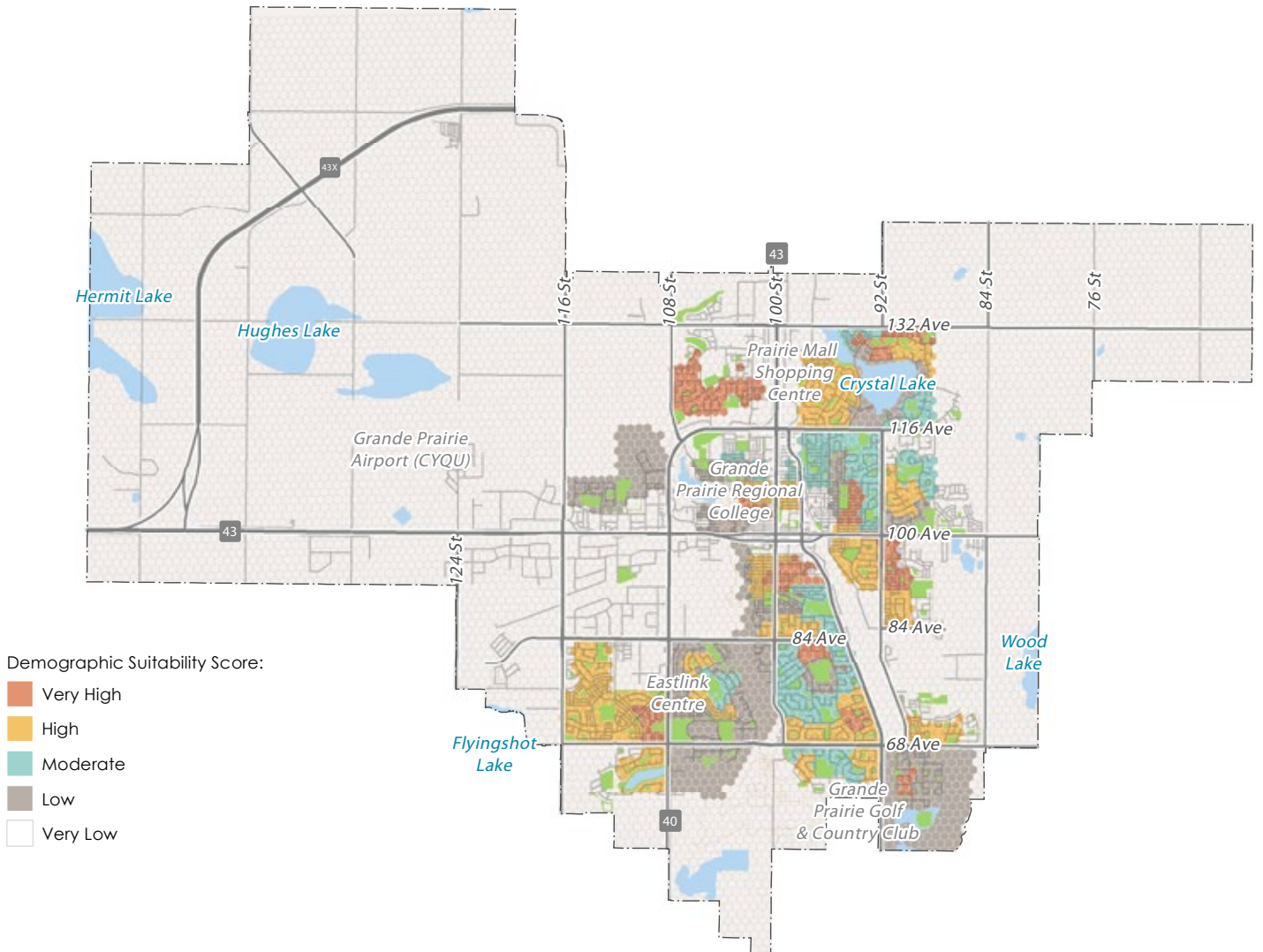
The composition of our community strongly influences the demand for recreation and culture services and infrastructure. Figure 3 summarizes projected 2022 population data derived from the 2016 Census, prepared by Environics Analytics, and supplied by ESRI.

**Figure 3: Grande Prairie Today**



An important component of understanding the needs and demands of residents, is understanding the community compositions throughout the city. This will assist in determining investment priorities, as well as programming and service development. Map 2 layers various socio-demographic variables to illustrate where residents who may experience barriers to participation reside within the city.

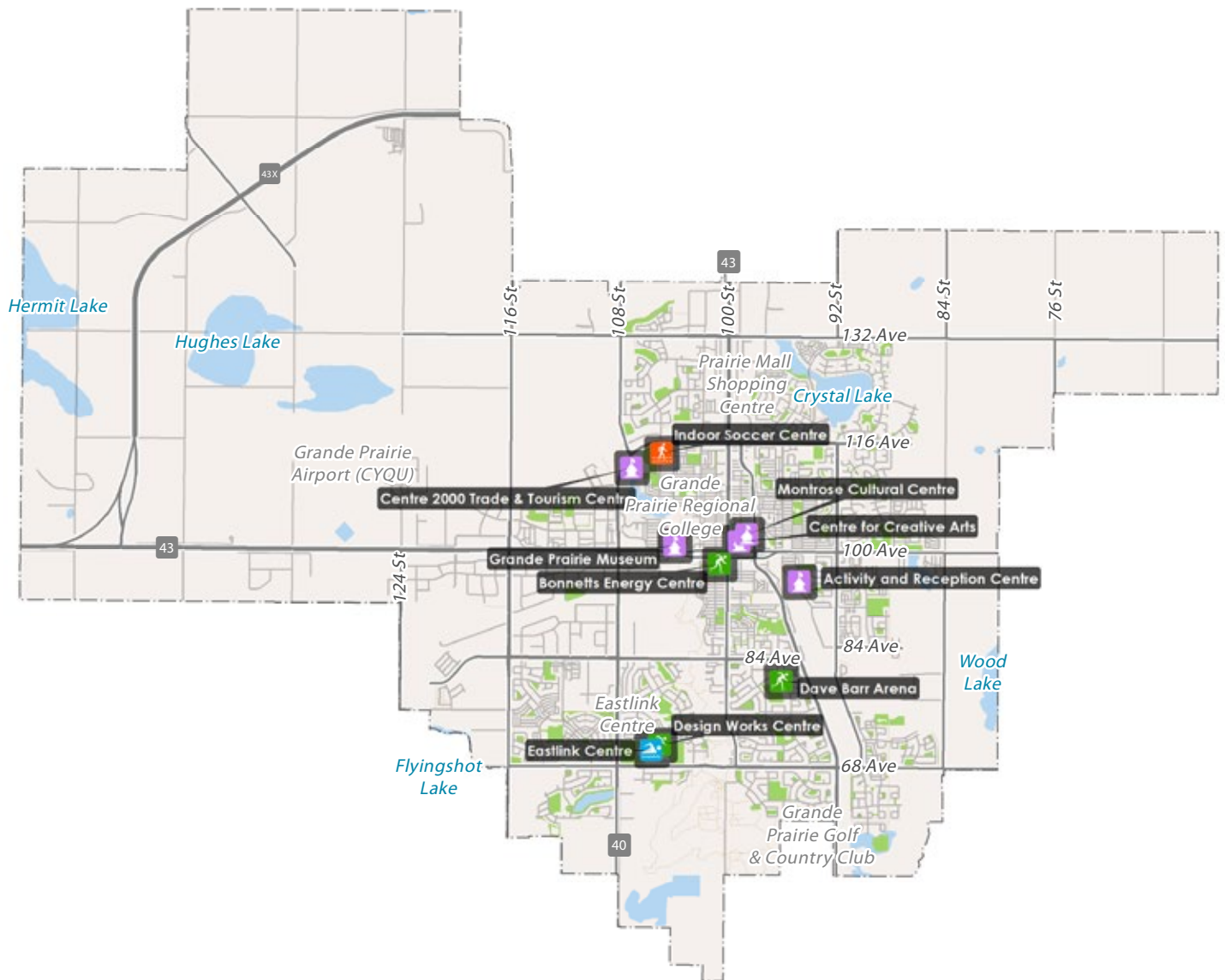
**Map 2: Analysis of Social Indicators of Demand**



## 2.2 Our Play Places and Spaces

Grande Prairie offers a wide range of high-quality recreation and cultural opportunities for residents and visitors, which includes several state-of-the-art recreational facilities such as the Eastlink Centre and venues such as the Montrose Cultural Centre, the Centre for Creative Arts and the Grande Prairie Live Theatre that supports a wide array of entertainment and spectator events. Map 3 illustrates the facilities and spaces in Grande Prairie that provide residents the opportunity to be active and creative in their chosen pursuits.

**Map 3: Grande Prairie Recreation and Culture Facilities**



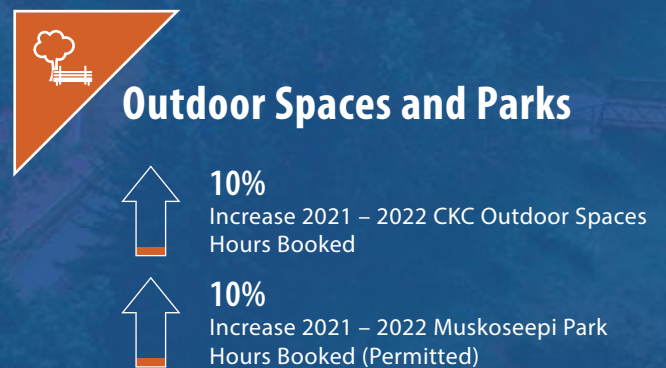
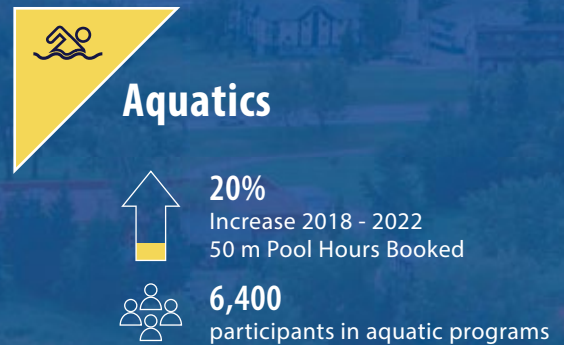
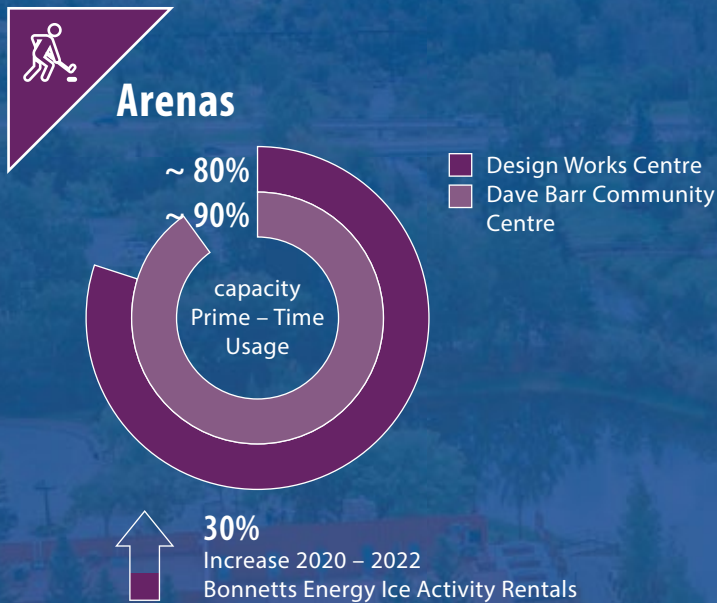
Research and engagement were undertaken as part of the Strategy planning process to provide valuable insight into how and where residents engage in recreation and culture activities. Highlighted as follows in Table 1 are key indicators of activity levels, factors that influence participation, and facility utilization, which are based on responses from residents, youth, community collaborators obtained throughout the engagement process. To complement the reported utilization and participation from residents, Figure 4 presents a summary of utilization data gathered on City facility bookings, programs and memberships.

**Table 1: Key Indicators of Utilization and Participation**

Activity Level Consideration	Indicators
Overall Motivators of Participation	<ul style="list-style-type: none"> <li>The three main drivers of participation in recreation and culture for Grande Prairie residents are physical health/exercise (84%), pleasure/entertainment (75%) and to enjoy nature (69%).</li> </ul>
Overall Barriers to Participation	<ul style="list-style-type: none"> <li>Being unaware of some opportunities (44%) and admission fees (40%) are the two most prevalent barriers to participation for Grande Prairie residents.</li> </ul>
Participation in Arts and Cultural Pursuits	<ul style="list-style-type: none"> <li>52% of Grande Prairie households reported visiting the Montrose Cultural Centre in the previous three years.</li> <li>The above noted venue also combined for a total of 73 event days in 2019.</li> <li>59% of households reported visiting Grande Prairie Museum &amp; Heritage Village in the previous year.</li> </ul>
Outdoor Recreation Participation	<ul style="list-style-type: none"> <li>Outdoor “walking or hiking” spaces remain among the highest use recreation amenities in Grande Prairie. 86% of households reported visiting a paved trail in the previous three years and 76% visited a natural surface trail.</li> <li>Ball diamonds and sports fields have varying levels of utilization, with most of the program use occurring at major sites.</li> <li>Outdoor playgrounds remain popular with 66% of resident households visiting in the previous three (3) years.</li> </ul>
Indoor Recreation Participation	<ul style="list-style-type: none"> <li>The aquatics centre at the Eastlink Centre was used by 70% of households.</li> <li>48% of households reported using an ice arena in the last three (3) years.</li> </ul>
Event Hosting	<ul style="list-style-type: none"> <li>In 2022, 10 community festivals were funded; this was an increase from 5 in 2021. Two large scale events received funding from the City, which totaled \$100,000.</li> <li>There were 97 park use permits issued in 2022, which was an increase from 90 issued in 2019. There were 30 event hosting permits issued in 2022, which has increased significantly in recent years.</li> </ul>

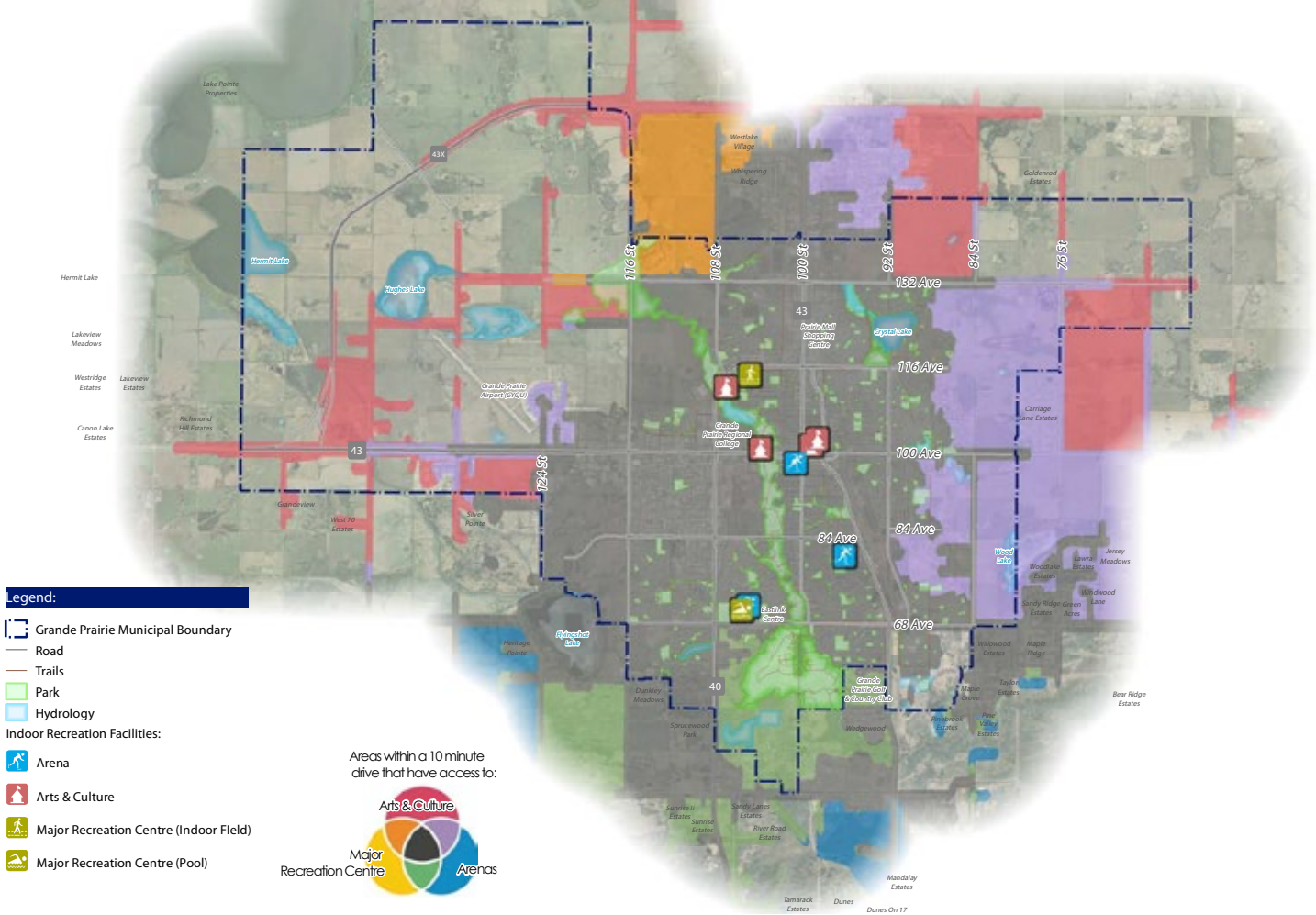
Figure 4: Facility, Program and Membership Registration and Utilization

# Grande Prairie Recreation and Culture Facility Utilization 2022



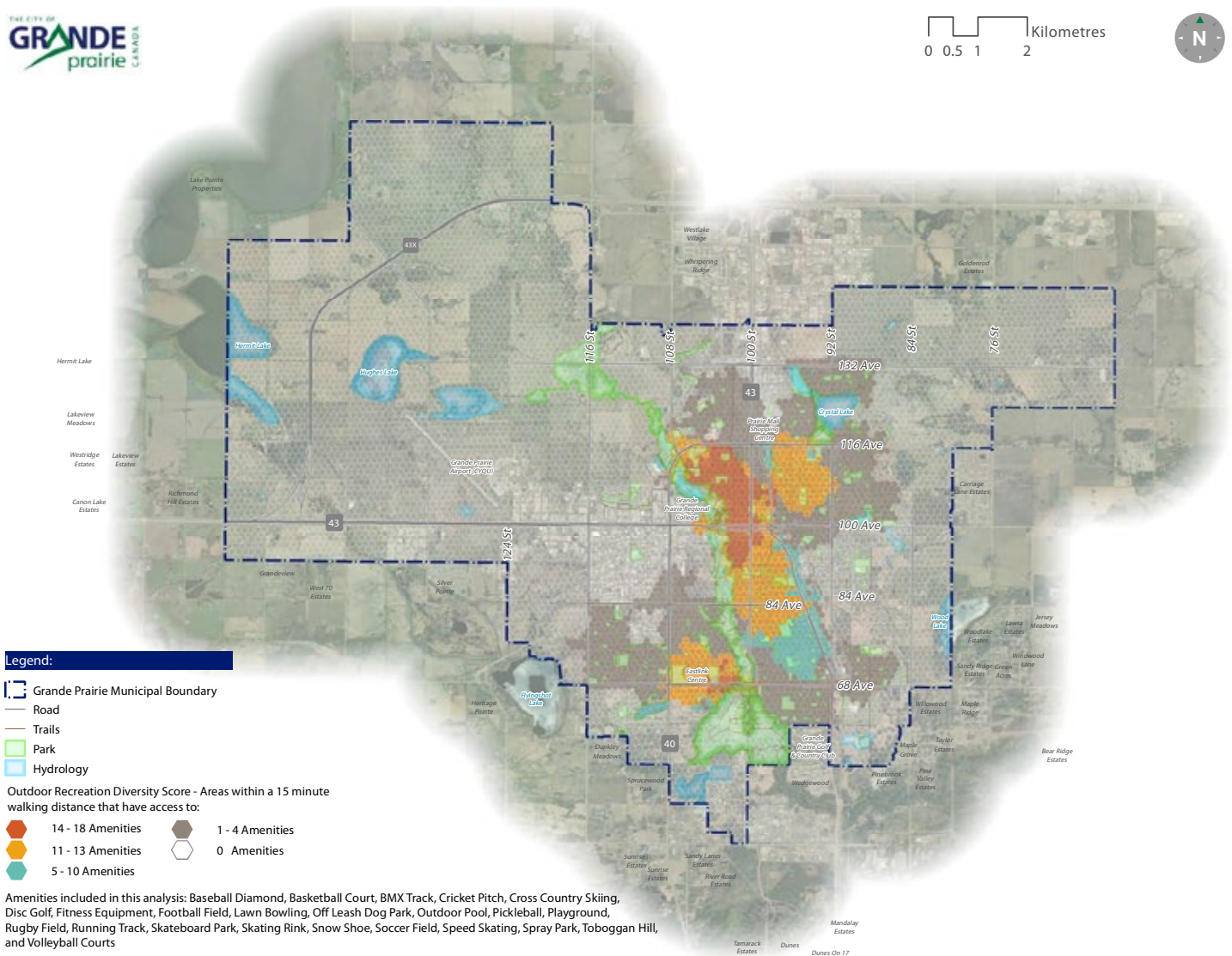
The following maps supplement the above analysis to illustrate the access to different recreation opportunities throughout the city, and the residents that reside in those areas.

**Map 4: Access to Indoor Recreation and Cultural Opportunities in Grande Prairie**





# Map 5: Access to Outdoor Recreation Opportunities in Grande Prairie



**Legend:**

- Grande Prairie Municipal Boundary
- Road
- Trails
- Park
- Hydrology

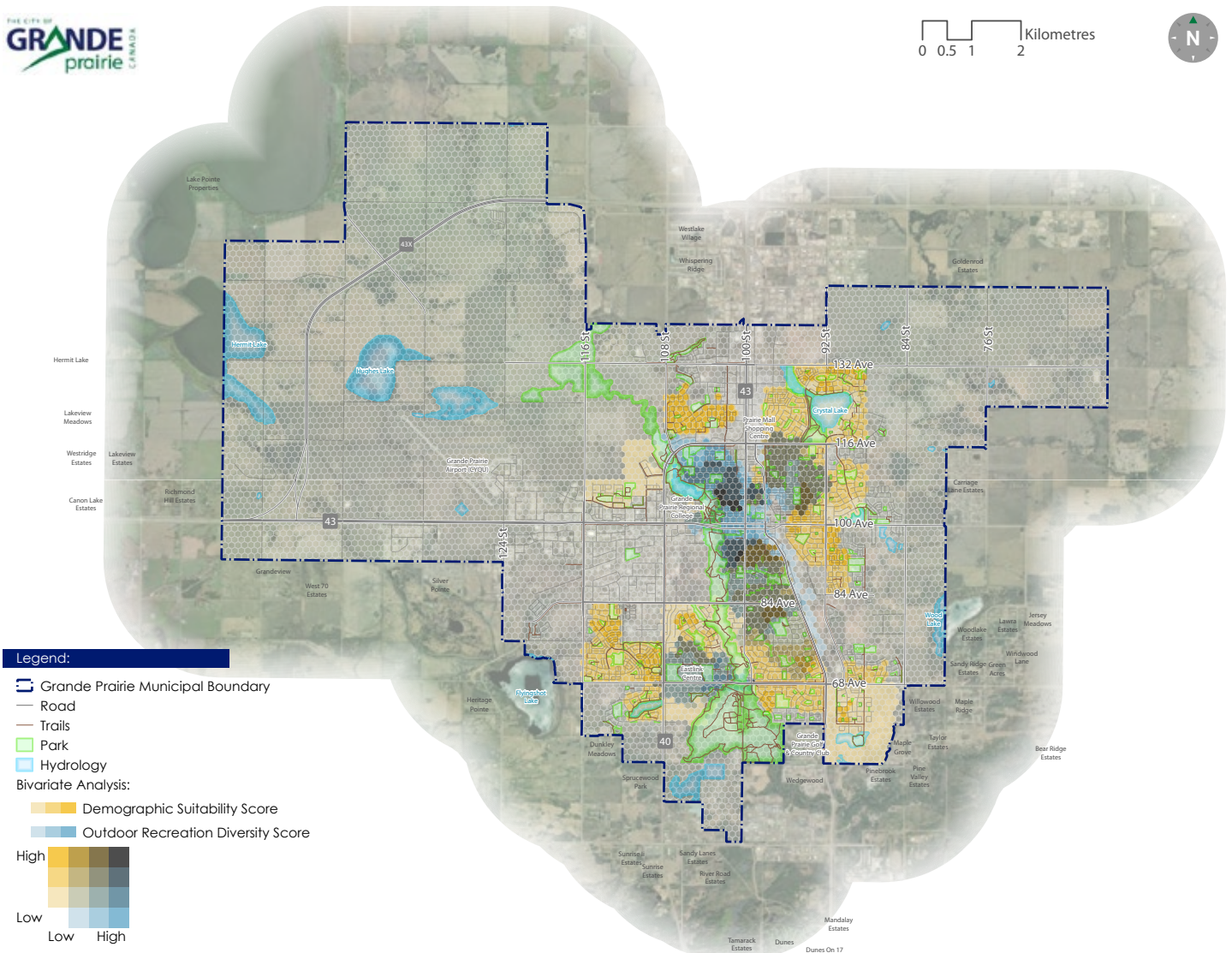
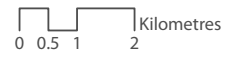
Outdoor Recreation Diversity Score - Areas within a 15 minute walking distance that have access to:

- 14 - 18 Amenities
- 11 - 13 Amenities
- 5 - 10 Amenities
- 1 - 4 Amenities
- 0 Amenities

Amenities included in this analysis: Baseball Diamond, Basketball Court, BMX Track, Cricket Pitch, Cross Country Skiing, Disc Golf, Fitness Equipment, Football Field, Lawn Bowling, Off Leash Dog Park, Outdoor Pool, Pickleball, Playground, Rugby Field, Running Track, Skateboard Park, Skating Rink, Snow Shoe, Soccer Field, Speed Skating, Spray Park, Toboggan Hill, and Volleyball Courts



# Map 6: Access to Outdoor Recreation Opportunities By Social Indicators of Demand





## Recreation and Culture Participation Trends

- Youth activity preferences have been shifting over time towards individual pursuits and unstructured activities like swimming, skateboarding, and photography.
- Increasing demand for drop-in activities to better accommodate youth and adults that lack interest or ability to participate in organized and/or competitive leagues.
- Service delivery areas likely to experience increased demand in the coming years include aquatics (e.g., swim lessons, therapeutic programs), individual fitness, spontaneous and unstructured activities, soccer, pickleball, trail activities (e.g., hiking, running, cycling) and special events & festivals.
- As adults are living longer and remaining active longer, demand may increase for programs and activities designed for older adults such as low-impact activities, skill development programs, and more casual, social-oriented drop-in programs.
- Affordability has been and will continue to be an important barrier hindering participation rates in recreational pursuits.

## 2.3 Our Regional Partners

Building regional capacities requires identifying opportunities for collaboration in infrastructure and service delivery as related to the provision of recreation and culture amenities and services in the Grande Prairie region, as well as working closely with regional municipalities, community groups and other collaborators.

In 2015, the County of Grande Prairie and the City of Grande Prairie collaborated to commission a Joint Recreation Master Plan. The objective of the Plan was to serve as a framework for cooperation, and a guidepost for the planning and development of recreation opportunities involving municipalities throughout our region. The strategic foundations of the Joint Recreation Master Plan are illustrated in Figure 5.

**Figure 5: Joint Recreation Master Plan (2016) Strategic Foundations**



**91% of households agree that:**  
The municipalities in the Grande Prairie Region should work together to provide recreation and culture opportunities for residents.

Following the adoption of the area's Joint Recreation Master Plan in October 2016, the City and County created a committee to provide guidance on recreation service delivery through the implementation of the Master Plan. The two Councils invited the Towns of Beaverlodge, Sexsmith and Wembley, MD of Greenview, and the Grande Prairie Regional Sport Connection to be a part of the committee. This committee was formally named the Grande Prairie Regional Recreation Committee (GPRRC) in March 2017.



## Successes of Regional Collaboration

- 2022 Community Needs Assessment Survey completed. This survey invited regional user groups to provide feedback on regional facility usage and pandemic challenges.
- Ice Allocation Framework which helps create equal distribution of ice time to user groups within the region.
- Clairmont Arena Closure (December 2019); Regional Ice Managers contact list was able to help displaced users find alternative ice within the Region.
- Participation in the City of Grande Prairie's Avondale High School Sites Area Redevelopment Plan.
- Beaverlodge now included as a venue in the Grande Prairie Regional Sport Connection Try It Day Winter Event.
- Ongoing Regional contribution to the Grande Prairie Regional Sport Connection Sport Drop In List.
- Successful Ice Manager & Ball Diamond Manager Meetings to enhance utilization across the Region and create Regional Contact Lists for enhanced customer service.
- Completed 2020 Regional Household Survey.
- Participation in the Clairmont Arena Needs Assessment.
- Sharing of grant opportunities.
- Having the ability to share training opportunities regionally so that more participants can attend when held locally, keeping costs lower without having to travel to large urban centers.
- Elevating the profile of regional recreation through presentations at the Alberta Recreation and Parks Association Conference.

Source: Grande Prairie Regional Recreation Committee





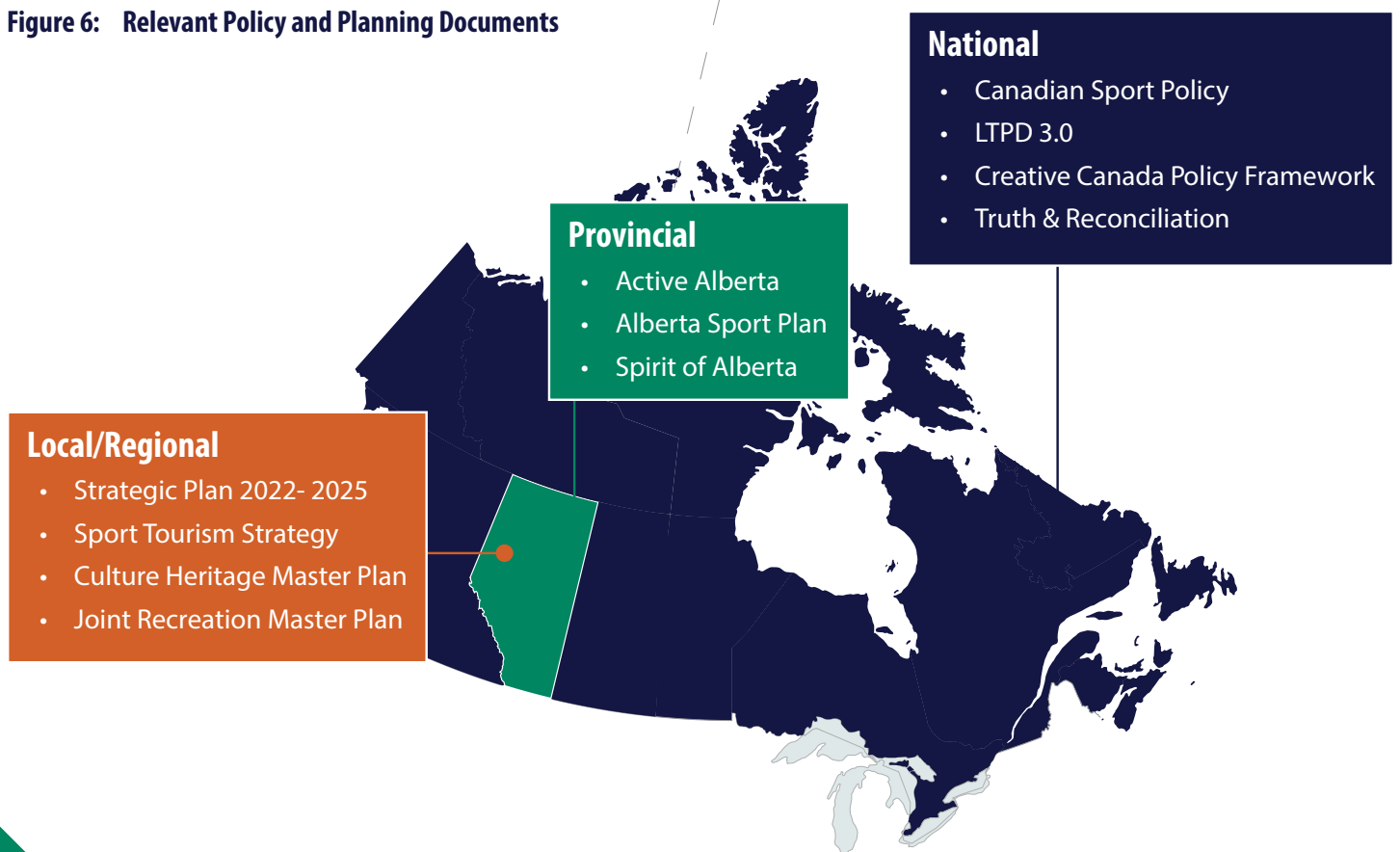
# 3 Play by Play

## 3.1 Policy and Planning Influences

Our existing strategic planning and policy documents reinforce the benefits and value of recreation and culture and recognize that these services help the City achieve our strategic aims of being a liveable, prosperous, and appealing community for residents and visitors. Therefore, the Strategy aligns with the strategic direction, priorities, plans and policies

of the City. Furthermore, the Strategy 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 Creative Canada. Figure 6 illustrates select policy and planning documents that are influential to this Strategy.

**Figure 6: Relevant Policy and Planning Documents**



The following points summarize the key themes of local, regional, provincial, and national policy and planning documents that have influenced the creation of this Strategy and the recommendations contained within.

- The public provision of recreation and cultural facilities, spaces and services are essential to public health and wellness; it also supports fundamental lifelong physical and creative activity participation.
- Facilitating equitable access to recreation and culture facilities, spaces, parks and trails and inclusive programming should be a priority to maximize public good of municipal investment.
- Multi-sector partnerships to deliver recreation and culture services and programming are essential to foster healthy, active communities and to support the wellbeing of communities and citizens.
- A value-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 culture facilities and services.
- Recreation and culture have a unique role to play in fostering diversity, strengthening the regional economy through tourism, event hosting and as part of a broader strategy to attract and retain a skilled workforce.

## VISION FOR RECREATION IN CANADA

“We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster individual wellbeing, community wellbeing and the wellbeing of our natural and built environments.”

– Pathways to Recreation in Canada

## VISION FOR PARKS IN CANADA

“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

## 3.2 Recreation and Culture Trends

Strategic planning for the long-term future of recreation and culture must account for how current sector trends will influence our City and the broader region we serve. Though there are many trends to be aware of, the following provides an overview of the most imperative sector trends and leading practices that have been considered in the creation of the Strategy.

### General Trends Influencing the Recreation Sector

- A general aging of the population; longer periods of retirement.
- Flexibility in the times when people seek out recreational opportunities.
- Increased variety in leisure options.
- Changing employment structures and work hours.
- Provision of high standards and quality of facilities and services.
- Greater demand for outdoor recreation opportunities.
- Desire for activities to be affordable.
- Growing popularity of unstructured activities.
- Concerns of declining rates of physical participation.
- Growing recognition of the important role of physical and wellness activity in managing chronic disease and supporting mental health.
- Importance of play in child and youth physical, social, and cognitive development.
- Expectations of equity and accessibility.
- Multi-sector partnerships to leverage funding and expertise.

### General Trends Influencing the Cultural Sector

- Artists face economic hardships and inequality.
- Shifting artistic identities.
- Definition of creative and arts participation is changing.
- Digital participation is growing.
- Access to arts for children and youth is essential, but unequal.
- Making the arts more accessible.
- Challenge of measuring the impact of the cultural sector to communities and residents.

### Trends in Recreation and Cultural Sector Development

- Measuring outcomes (benefits) versus outputs (financial return) to determine performance.
- Implications of climate change.
- Supporting accessible and inclusive environments.
- Indigenous placemaking.
- Multipurpose facilities and spaces.
- Technology developments and impacts.
- More sustainable and eco-friendly infrastructure.



## Trends in Municipal Recreation and Cultural Planning

- Vibrant cities and communities.
- Regional collaboration.
- Managing aging infrastructure.
- Planning for future expansion capability.
- Partnerships.
- Economic instability.
- Event hosting and the tourism industry as a means of economic development.

## Major Events Hosted in Grande Prairie

- 1995 Canada Winter Games
- 2000 Alberta Summer Games
- 2006 World Women's Curling Championship
- 2010 Arctic Winter Games
- 2015 Special Olympic Alberta Winter Games
- 2016 Scotties Tournament of Hearts (Canadian Women's Curling Championship)
- 2018 Alberta Summer Games
- 2019 Men's & Master Men's National Fastball Championship
- 2019 Canada West Short Track Speed Skating Championships
- 2019 CCAA Cross-Country National Championship
- 2020 and 2021 PBR Canada Elite Cup Series
- 2022 Men's and Women's Alberta Curling Provincial Championships
- 2022 Pinty's Grand Slam of Curling
- 2024 Alberta Winter Games – Future Host





# 4 Route to Recreation and Culture

The strategic foundations contained within this section are meant to answer the following questions.

- **Why the City invests in recreation and culture services:** articulated through a vision statement and desired outcomes.
- **How the City invests in recreation and culture services:** explained through a set of principles.

Ultimately, they will help City Administration maintain a clear purpose and vision and enable the City to justify investment in recreation and culture services.

## Vision statement 2016 Regional Recreation Plan:

The local municipalities believe that public recreation services enable the development of communities in which everyone is engaged in meaningful and accessible recreation experiences that foster individual wellbeing, community wellbeing, and the wellbeing of our natural and built environments.

## 4.1 What We Want to Achieve

Our vision for recreation and culture in Grande Prairie is:

***Grande Prairie is a vibrant and healthy city, where residents and visitors have access to equitable recreation and culture opportunities and experiences that foster a high quality of life and community pride.***

This philosophical foundation is key in understanding why the City invests public resources in recreation and culture services as well as how it intends to do so. The foundation will be key to future decision making and planning, the design of opportunities and in ensuring the City gets the most out of its various partnerships and relationships related to recreation and culture.

The purpose of municipal recreation and culture departments in Grande Prairie is:

***To foster collaboration and inspire physical and creative participation.***



## 4.2 How We Want to Do Things

The following **guiding principles** should be considered during decision making and actions taken related to recreation and culture in the City of Grande Prairie. They will help define how the City will provide services to maximize value and benefit to our residents and community as a whole.



**Inclusive:** We strive to ensure everyone has the opportunity to be active and creative through removing barriers to participation and encouraging all members of the community to participate in recreation and culture.



**Collaborative:** We work together with, and support, community partners and regional collaborators in the delivery of recreation and culture services and opportunities. Working together will help enhance community recreation and culture participation.



**Relevant:** We learn and respond to meet the needs of residents and visitors ensuring Grande Prairie is a place where all want to live, learn, work and play.



**Stewardship:** We value the sustainable use of land, water, and air. Recreation and culture facilities and spaces are planned, designed, and operated with environmental impacts in mind.



**Innovative:** We are forward thinking and viewed as a leader in providing services and opportunities for residents to be active and creative.



**Resilient:** We work in a manner that is adaptable to available resources and endeavour to be continuously learning to find efficiencies that will maximize the benefits recreation and culture provide to the community.



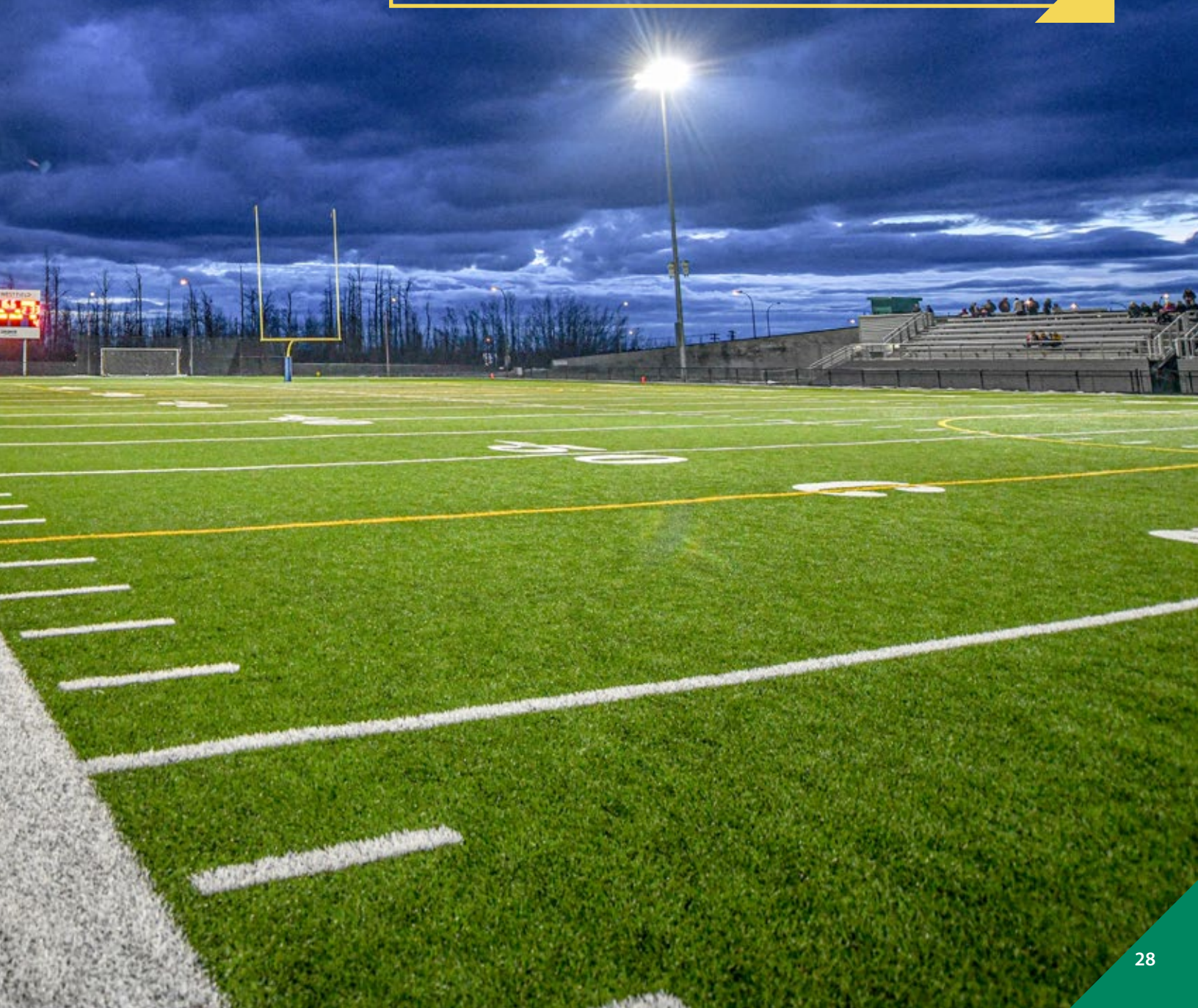
**Sustainable:** We are responsible and accountable for providing facilities and services in a fiscally responsible manner that promotes current and future service levels.

An important implementation activity related to this Recreation and Culture Strategy is to adopt the vision statement, departmental purpose and principles articulated within. These items should be at the forefront of departmental business planning, should underpin all operations and programming activity and aid in decision making related to these vital public services.



## Grande Prairie Today

- Grande Prairie is a diverse and growing city.
- Residents value recreation and cultural opportunities and community events.
- Parks, open spaces, and trails are valued by residents and could contribute to regional tourism growth.
- Residents support regional collaboration and believe municipalities should work together.
- Clear and transparent policies and procedures will support the provision of recreation and culture services.
- Moving forward and planning for growth requires a focus on community building, capacity, and wellbeing.



## 4.3 What We Want to Do

The following themes emerged through the research and planning process undertaken in the creation of this Recreation and Culture Strategy. These five themes will inform the direction and strategy of recreation and culture service delivery for our city moving forward.



**Community Capacity.** Ensuring a robust recreation and culture sector in Grande Prairie with the ability to deliver services and opportunities that enhance quality of life for residents and visitors.



**Equitable Opportunities.** Enhancing participation in physical and creative activities by removing barriers to participation and meeting community need for different types of services and opportunities.



**Innovation.** Creating structures and processes to utilize relevant and current information to inform municipal decision making and ensuring residents are educated about the benefits of recreation and culture as well as the opportunities available to them.



**Investment.** Aligning and prioritization of future investment in infrastructure and services with the intended vision for recreation and culture in Grande Prairie.



**Community Celebration.** Improving opportunities to attract and host community events and experiences that foster inclusion and a sense of pride and place.

Organized according to the **five (5) themes**, the Strategy contains **12 objectives** which are strategic recommendations that have been identified through the key issues and opportunities to advance recreation and culture in Grande Prairie and **44 actions** that support the tactical implementation of the objectives.

Additionally, there are four important strategic areas that this Strategy has identified as '**BIG PLAYS**' to ensure our planning is future ready: inclusion and diversity; environmental sustainability; community partnerships; and event hosting.

Equity, environmental and financial sustainability, and reconciliation are important principles within recreation and culture service delivery.

Like Grande Prairie, municipalities across Canada are increasingly considering how these principles are reflected within their own approaches to service provision.

## How to Read the Strategy

**Theme:** Five overarching themes that have been derived from the research and engagement program and are guiding the Strategy to support the vision for recreation and culture in Grande Prairie.

**Objectives:** Strategic recommendations that have been identified through the key issues and opportunities to advance recreation and culture in Grande Prairie.

**Actions:** Supports the tactical implementation of the objectives. Tactics will be identified as recreation or culture focused or department wide.

 (R) = Recreation focused actions

 (C) = Culture focused actions

 (D) = Department focused actions

**Note:** Not every objective will have actions identified as recreation or culture focused or department wide.

**Metric:** An indicator that may be used in evaluation of the proposed action.

**Timeline:** Each action is aligned with one of the four timeframes

**Short:** 0 – 3 years

**Medium:** 4 – 7 years

**Long:** 8 – 12 years

**Ongoing:** Throughout the Plan

**Implementation Tools:** supporting processes and frameworks to assist Administration in implementing the Strategy in a transparent manner.

**Big Play:** discussion of important considerations to future ready the provision of recreation and culture in Grande Prairie and ensure alignment with the strategic direction of the City.



# Theme 1: Community Capacity

Community Capacity refers to building excellence in the community through physical, social, cultural, and economic opportunities to enhance capacity and make the community stronger. Recreation and culture services for the residents of Grande Prairie are delivered through many different entities. The engagement program and analysis of current service delivery efforts identified the significant role community groups and partners play in the delivery of recreation and culture programming and services in Grande Prairie. Partnerships and collaborations can create opportunities to provide innovative programs as well as share unique perspectives and solutions; however, support and leadership is needed to optimize delivery. It is a priority for the City to encourage capacity building of community partners and facilitate collaboration. The objectives in this theme identify actions that can be taken to ensure gaps are being recognized, community capacity continues to grow and that amenities are being used to their full potential.

## Alignment with Guiding Principles



**Inclusive**



**Collaborative**



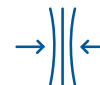
**Relevant**



**Stewardship**



**Innovative**



**Resilient**



**Sustainable**

## Outcome

*Collaborations, partnerships and volunteerism are strengthened to expand the reach and impact of recreation and culture in Grande Prairie and the surrounding region.*





## Objective #1 Support community groups to build organizational and leadership capacity.



**Action #R1.1** Provide support to user groups through resource sharing (ex. Connecting groups with similar barriers or connecting groups who have overcome similar barriers).



**Action # C1.1** Explore management models and delivery roles for the cultural sector to determine the best approach for the city and the local arts / cultural sector.



**Action #D1.1** Provide more affordable and flexible community meeting spaces.



**Action #D1.2** Increase support for community led initiatives and events through grants and other programs to support community level projects.



**Action #D1.3** Explore ways to streamline volunteer services, expand volunteering opportunities and acknowledge those that choose to volunteer their time.

## Objective #2 Develop a renewed vision for arts and culture.



**Action #R2.1** Assist with the implementation of cultural programming.



**Action # C2.1** Support the growth of key non-profit partners (cultural and arts organizations) to establish venues and expand programming.



**Action #C2.2** Advance opportunities for public art in the city.



**Action #D2.1** Explore an Arts and Culture Liaison position or Advisory Committee to support and grow local cultural organizational capacity and collaboration.

## Objective #3 Enhance policies and procedures to strengthen the planning and delivery of recreation and culture services and programs.



**Action #C3.1** Support sport organizations to partner with arts and cultural groups in the development of opportunities for residents to participate in “try-it days”.



**Action #D3.1** Develop a Community Group Recognition Policy to formalize relationships between the City and volunteer-based community groups that provide services and programs to the public.



**Action #D3.2** Develop a Facility Allocation Policy.



**Action #D3.3** Utilize the Community Lens Framework contained herein to support future decision making.



# Implementation Tools

## Program Development Framework

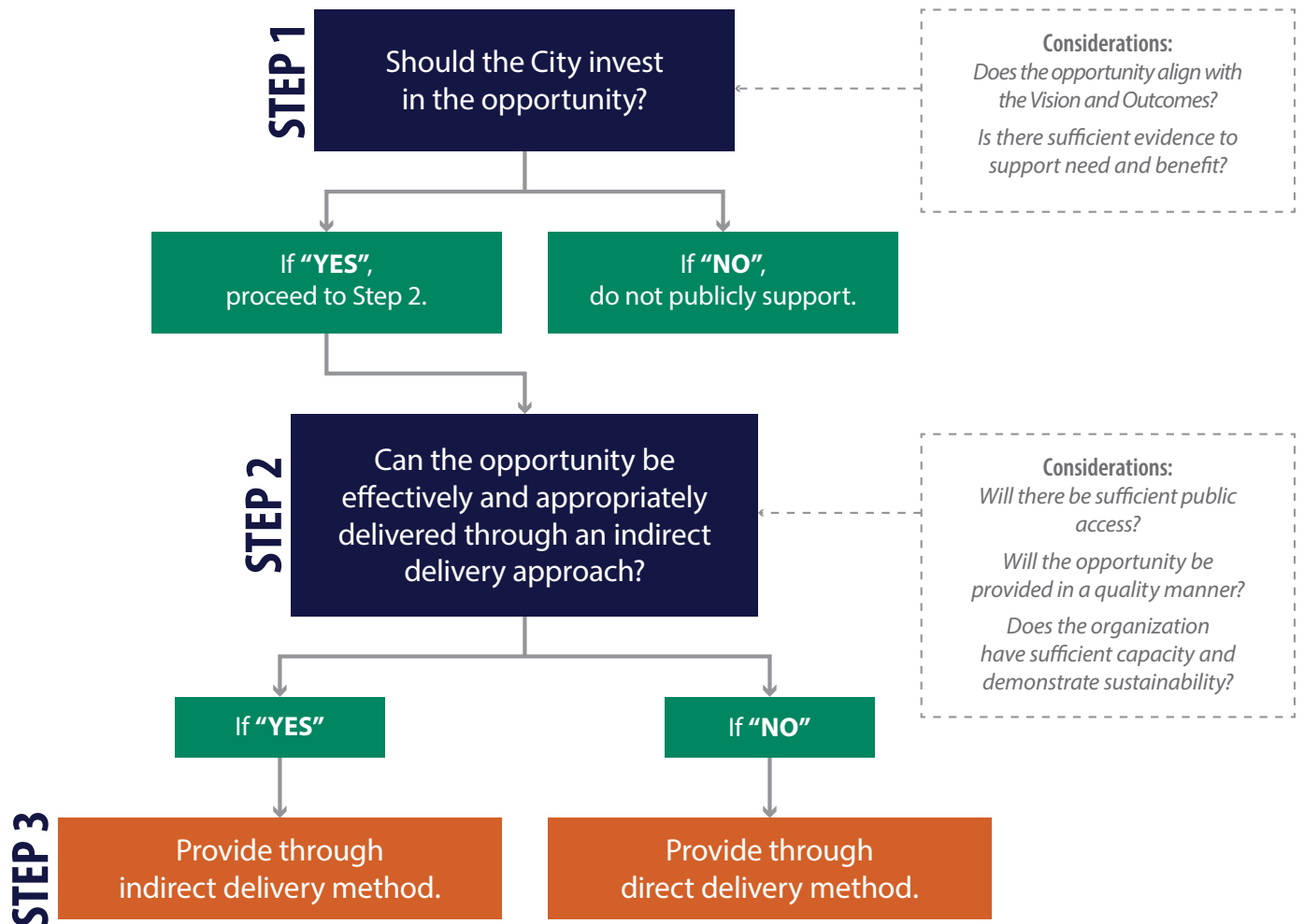
The City currently provides direct programs and opportunities, but they are not the only service provider for residents. Recreation, cultural and arts programming and experiences are currently provided by local non-profit, private, and other public sector organizations.

When new programming opportunity demands arise, as identified by research and community engagement, the City should first work with local community groups to see if there is the ability and appetite to respond without necessitating City staff involvement.

The City should not compete with the non-profit (or private sector) in program provision. If there is no interest and/or capacity externally, the City will need to determine whether or not to provide the program or experience on its own. Key considerations would include financial and social benefit return as well as alignment with the vision and principles contained herein.

The following decision-making framework (Figure 7) is intended to help guide actions around the provision of new recreation, cultural and arts programming and experiences in Grande Prairie.

Figure 7: Program Development Framework





## Community Group Recognition Policy

A community group recognition policy will assist City staff in administering services and providing in-kind support to a variety of types of community organizations that provide services to the public in Grande Prairie. In practice, the policy focuses attention and support on groups that provide public benefits; closed groups or private organizations would not be eligible for services and support under the proposed policy.

The policy should be approved by Council and should establish criteria for becoming a recognized group based on the following principles:

- The group or organization must operate as a “non-profit organization” as defined in Section 241(f) of the Municipal Government Act.
- The group or organization must have an open public membership – residents may easily join the organization or use services provided by the organization.
- The group or organization must be based in the City of Grande Prairie.

Benefits of becoming a recognized community group may include, but not limited to:

- Support for promotion of the organization’s programs and services.
- Eligibility for sport partner/community partner rental rates.
- Complimentary use of City facilities for board meetings twice per year.
- Connect organizations in need of support with volunteer and Board development with community partners who provide this service.

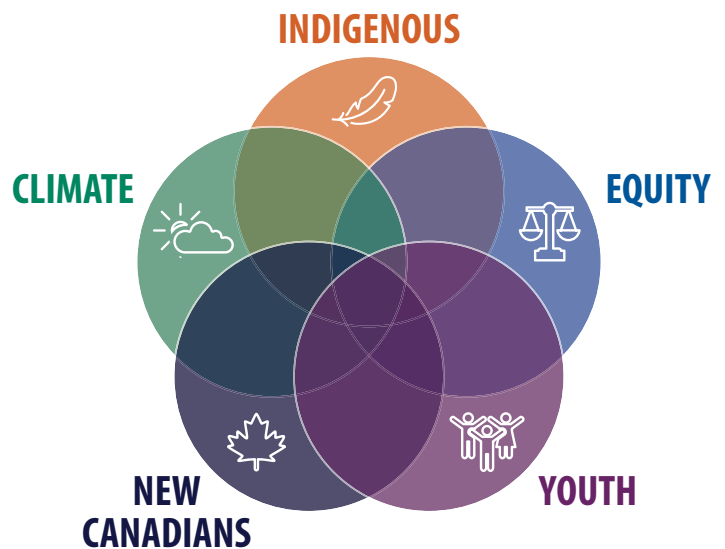
## Community Lens Framework

Through various initiatives and planning work, the City of Grande Prairie has articulated the importance of fostering a high quality of life for residents, supporting the natural environment and to creating an open, inclusive community. To support these objectives as they relate to recreation and culture, it is important to take a holistic view of the community and to consider different perspectives of how policies, programs and practices will impact the City, our residents, and the surrounding region. Therefore, contained within this Strategy is a decision-making framework to support the consideration of the impact of a potential policy, program, or practice through various community and environmental perspectives.

A ‘lens’ is an operational tool to encourage the consideration of different or new perspectives, with the aim of developing a clearer and more complete view and understanding of the community. Based on research, community engagement and outreach, and visioning sessions, five lenses were identified and applied to this Strategy – Indigenous; Equity; Youth; New Canadians; Climate. These lenses are a tool to ensure recreation and culture policies, programs, and practices in the City of Grande Prairie do not include elements that may unknowingly create barriers or exclusion of residents.

Each lens has a series of questions that should be applied before and after actions are taken in relation to the delivery of recreation and cultural services to help decision makers and City Administration focus on equity in both their process and outcomes, and to reflect in a meaningful manner on their actions and decision making. Thus, ensuring any barriers are removed and all residents can live a healthy, fulfilled life.

Figure 8: Community Lens Framework





## How to Apply the Lens?

### Step 1: Consider Assumptions

Reflect on the composition of the community and consider what community members might experience exclusion or barriers. Consider personal, social, or organizational factors and assumptions that may influence your experiences and beliefs. This first step encourages asking the tough questions of ourselves to ensure a certain level of objectivity and awareness in evaluating the decision or action being considered.

### Step 2: Identify & Ask the Lens Questions

Identify the lens or lenses that need to be applied to the decision or action. Then ask the four questions outlined for each lens (presented in the appendix) of the policy, program and practice being considered. Answer yes, no, or unsure for each question. If the answer is yes to all four questions, proceed to action. If no or unsure is answered for any question, proceed to step three.

### Step 3: Evaluate

If any of the questions are answered no or unsure, the policy, program and practice being considered needs further evaluation and work to be implemented in the best interest of the community and barrier free. Follow the evaluation process below to identify how to best adapt the policy, program and practice being considered.

### Step 4: Take Action

Re-ask the four questions of the adapted policy, program and practice being considered, if the answer is yes to all four questions proceed with action. If any answers are no or unsure, return to step three.

**Figure 9: Lens Evaluation**





## BIG PLAY: Partnerships

Partnerships are key to maximizing the benefits of and potential for public investment in recreation and culture and can lead to enhanced benefits in the community. Community-based organizations are often on the front lines of recreation and culture service delivery and there are many strong groups in our community that play an important role.

### Values and Considerations

#### Part 2

■ Strongly Agree ■ Somewhat Agree ■ Unsure ■ Disagree

As much as possible, the City of Grande Prairie should provide recreation and cultural services through partnerships with community groups.



As identified through community engagement, Grande Prairie’s community groups have been challenged because of the pandemic. Many groups have experienced a decline in participants and revenues, whereas others – particularly outdoor recreation groups – have experienced increased demand on existing infrastructure and organizational capacities. Sport, recreation, culture, and parks spaces are viewed as key to building connections between residents and are being more appreciated for addressing sense of isolation experienced by marginalized, disadvantaged individuals, seniors, and/or those with disabilities. However, most volunteer-based organizations have reported that their groups are fatigued and need support to address deeper sustainability issues related to volunteer retention and recruitment, funding, participation levels, and maintaining affordability for participants and families. Working with our community partner organizations to identify opportunities and challenges and build capacity will be key to ensuring the long-term sustainability and success of these groups.

For partnerships to be successful, they must be deployed and managed tactfully, and partners must be supported to achieve shared goals and outcomes. Through the engagement conducted with community groups as part of this Strategy development, several ‘best practices’ emerged to ensure partnerships deliver the greatest value to the City, the community groups, and the community itself:

- Clearly identify the needs and benefits that could be achieved through the partnership, outlining roles and responsibilities for both the City and the community group.
- Identify needed and available supports that can be provided, including grant funding, staff coordination assistance, incentives, or subsidies, and so forth.
- Establish performance measures and annual reporting standards so that organizations receiving support from the City provide needed data and information on how service delivery is going, including participant and utilization data.
- Regularly review and renegotiate partnerships when needed and continually work to improve these partnerships.
- Work to bring community groups together to share learnings, build new relationships, improve communications, and assist with grant opportunities.



## Community Innovation: Town of Halton Hills Community Group Registration Program (Ontario)

The Town of Halton Hills, Ontario works together with community groups and individuals to provide services that develop healthy and active communities. Through the Recreation & Parks Community Group Registration program, the Town provides ongoing support to non-profit groups. Registered groups may be eligible for:

- Priority status for ice, floor and/or sports fields (subject to Facility Allocation Policy), and preferred rates for school use (as per the reciprocal agreement with School Boards)
- Reduced rates at selected facilities
- Free Town space for annual general meetings when elections are held
- Advertising and promotional opportunities at registered rates
- A one-time free ¼ page ad in Town Community Activity and Service Guide for newly registered groups

- Workshop series and leadership opportunities at reduced rates
- Assistance of a Town staff liaison, acting in an advisory capacity
- Assistance in connecting with other community organizations and government programs, grants, funding opportunities and resources

### Benefits:

- Ensuring information on community groups is gathered in a consistent and complete manner.
- Gathering of relevant utilization data from community groups.
- Communicates the benefits of municipal recreation services to community groups.
- Supports relationship building with community groups who deliver programming and services.

## Recommendations:

1. Organize an annual symposium that brings together community groups, non-profits, and other collaborators to explore topics of shared interest, provide capacity building workshops, and support sector-wide relationship building.
2. Develop standardized partnership agreement forms that outline roles and responsibilities, expectations for data collection and reporting, and basic criteria that outlines how funding or other subsidies are allocated.

## Implementation Guidance:

1. Continue to cultivate and support community organization and regional partnerships to deliver recreation and cultural services and spaces.
2. Create capacity building programs for partners and community groups related to things like strategic planning, quality assurance, fundraising, etc.

## Theme 2: Equitable Opportunities

Ensuring recreation and culture facilities, spaces and services are welcoming and accessible to all is a current and future priority in planning for the delivery of recreation and culture opportunities in Grande Prairie. The term access and / or accessibility has been used interchangeably to refer to both inclusive design of facilities and programs, as well as affordable programming and fees for all socio-economic levels in Grande Prairie. Inclusive programming and opportunities, along with removing barriers to participation for all current and future residents was a key theme that emerged from the engagement program, and is an overarching trend in the recreation and culture sectors.



### Alignment with Guiding Principles



**Inclusive**



**Collaborative**



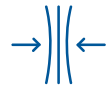
**Relevant**



**Stewardship**



**Innovative**



**Resilient**



**Sustainable**

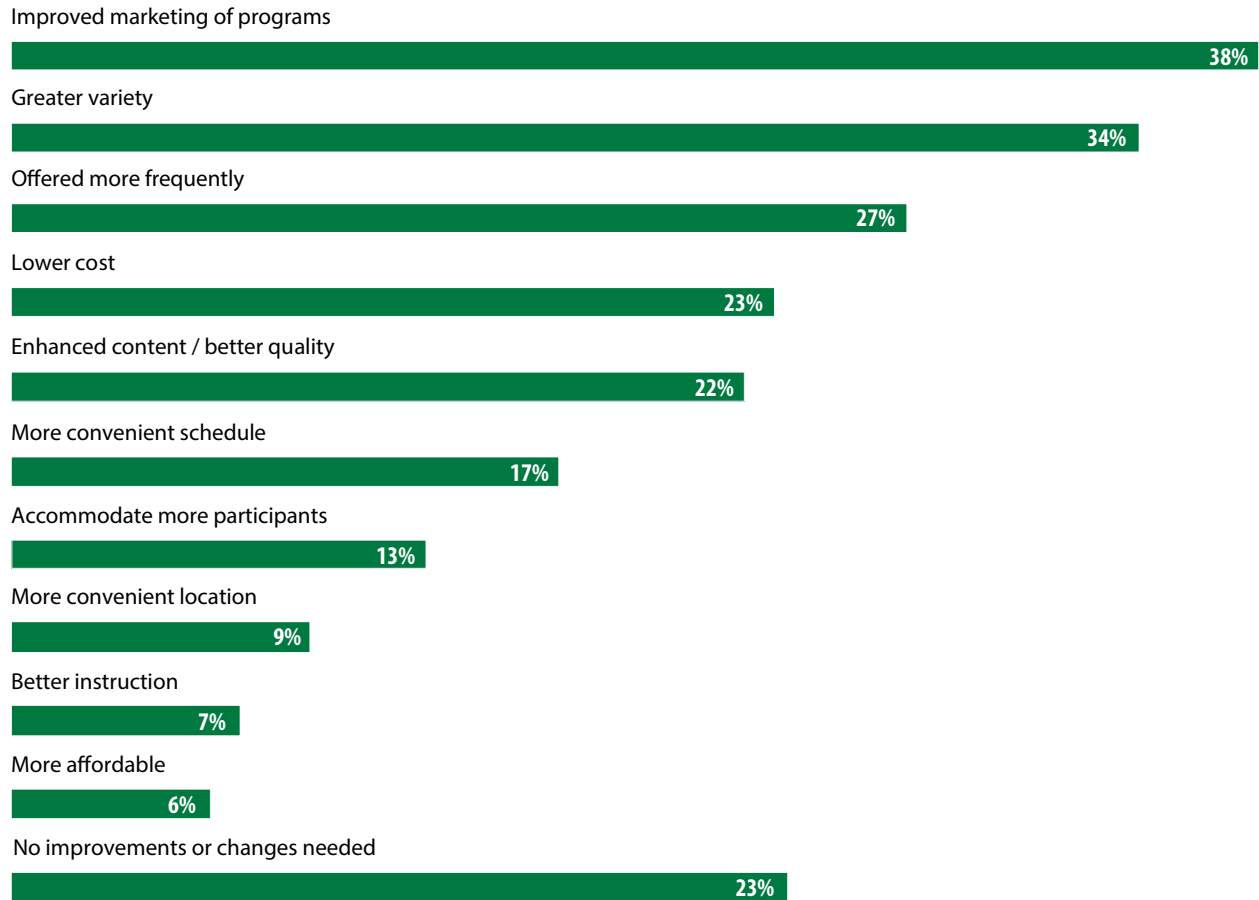
### Outcome

*Residents and visitors can participate in a variety of recreation and culture activities and opportunities, delivered through facilities and services that meet the needs of the community.*



**Figure 10: Improvements to Culture Programming**

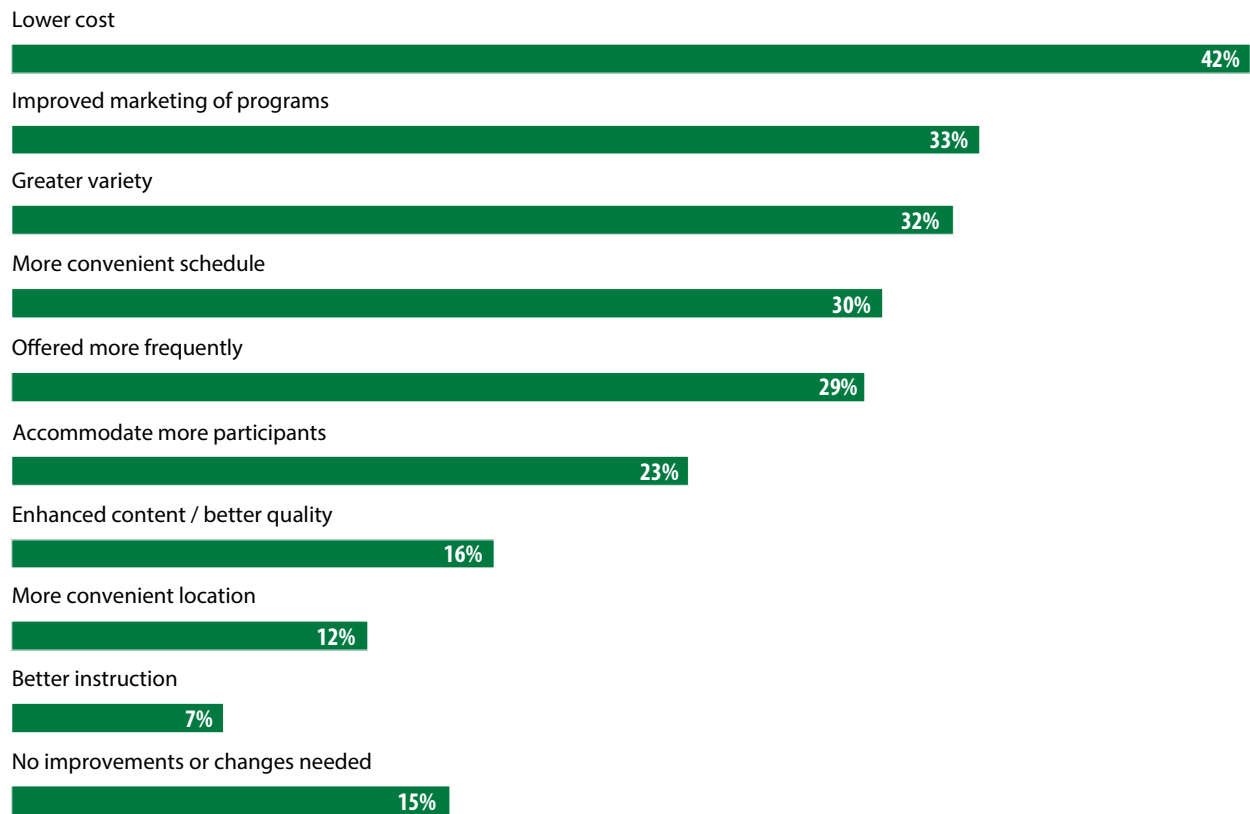
### Needed Improvements to CULTURE Programs






**Figure 11: Improvements to Recreation Programming**


### Needed Improvements to RECREATION Programs







## Objective #4 Develop inclusive opportunities to support active and creative living for all ages and abilities.


 **Action #R4.1** Identify and address barriers to programs for key groups with lower participation including youth, lower income households, Indigenous children, and seniors.


 **Action #R4.2** Support program delivery of recreational and leisure programs through public agencies, non-profit organizations, and private businesses.


 **Action # C4.1** Increase community cultural and arts programs and services for youth and young adults.

 **Action #D4.1** Partner with LGBTQ2+ community to incorporate and support relevant policy, programming, training, and planning.


## Objective #5 Improve geographic balance of recreation and culture facilities and spaces.

 **Action #R5.1** Continue to work with community sport groups and schools to understand and identify gaps in services.


 **Action # C5.1** Develop affordable creative spaces within the downtown core to encourage new artists.


 **Action #D5.1** Utilize the Site Selection Framework contained herein in future decision making for new facilities and spaces.

## Objective #6 Ensure recreation and culture facilities, spaces and services represent and respect Indigenous voices and culture.

 **Action #R6.1** Develop and implement a strategy for increasing Indigenous youth participation in sport to identify and address key barriers and new opportunities to increase participation.

 **Action # C6.1** Support Indigenous art in public spaces through collaboration with local Indigenous leadership.

 **Action #D6.1** Increase community engagement and leadership training for staff to increase the knowledge, capacity, and expertise of staff.

 **Action #D6.2** Liaise with Indigenous Relations Advisor to incorporate an Indigenous lens in work plans and strengthen relationships with Indigenous leaders, communities, and organizations.

## Implementation Tools

### Site Selection Framework

Recreation and cultural facilities are unique community assets, which contribute significant health and social benefits for our residents and visitors and contribute economic benefits for the city. Therefore, the City must not only strategically consider investment priorities, but must also consider the location of potential facilities and amenities to meet the contemporary and future recreation and cultural needs of the city. The following Site Selection Framework provides a transparent and objective assessment of potential locations for facilities and amenities that will best serve residents, visitors, and contribute to meeting Council objectives.

**Table 3: Site Selection Framework**

Initial screen	
Is the site <b>large enough</b> for the proposed facility?	If no, remove from options.
Is the site <b>owned</b> by the City?	If no, first consider site options currently owned by the City.

Criteria	Description	Scoring			Criteria Weighting (0-5)
		2 Points	1 Point	0 Point	
<b>Centralized location</b>	The level to which the site is centralized within the geographic boundaries of an identified area of population growth in the City.	The site is central within the identified area.	The site is somewhat central within the identified area.	The site is not central within the identified area.	5
<b>Proximity to public outdoor spaces</b>	The location of the site in proximity to public outdoor spaces, especially those that are complimentary to the facility.	The site is within walking distance (<500m) to complimentary public outdoor spaces.	The site is nearby (500m-1000m) complimentary public outdoor spaces but not within walking distance.	The site is not nearby complimentary public outdoor spaces (>1000m)	4
<b>Proximity to public indoor spaces</b>	The location of the site in proximity to public indoor spaces, especially those that are complimentary to the facility.	The site is within walking distance (<500m) or attached to complimentary public indoor spaces.	The site is nearby (500m-1000m) complimentary public indoor spaces but not within walking distance.	The site is not nearby complimentary public indoor spaces (>1000m)	4



Criteria	Description	Scoring			Criteria Weighting (0-5)
		2 Points	1 Point	0 Point	
<b>Proximity to public transit</b>	The location of the site in proximity to public transit opportunities.	The site is served by a public transit route.	The site is within walking distance (<500m) to a public transit route.	The site is not accessible via public transit	4
<b>Pedestrian + bike connections</b>	The degree to which the site is accessible via active transportation.	The site is accessible via active transportation routes and within reasonable travel distance to potential users.	The site is accessible via active transportation routes.	The site is not accessible via active transportation routes	4
<b>Re-use or sharing of existing facilities</b>	The relevance of the site in the reinvestment in or repurposing of existing recreation, parks, and culture facilities (as well as other public amenities).	The development on the site will help to strengthen existing recreation, parks, and culture facilities or spaces.	The development on the site will help to strengthen other existing public services.	The development on the site will not help to strengthen existing recreation, parks, and culture facilities or spaces or other public services.	3
<b>Proximity to schools</b>	The location of the site in proximity to existing or planned schools.	The site is within walking distance (<500m) to a school (or schools).	The site is nearby (500m-1000m) a school (or schools) but not within walking distance.	The site is not nearby (>1000m) a school (schools).	3
<b>Parking + traffic impacts</b>	The degree to which the facility will integrate with and compliment availability of adjacent parking and traffic patterns.	There is complimentary parking adjacent to the site and the area can handle excess traffic generated by the facility.	There is complimentary parking adjacent to the site or the area can handle excess traffic generated by the facility.	There is no complimentary parking adjacent to the site and the area cannot handle excess traffic generated by the facility without investment.	3

Criteria	Description	Scoring			Criteria Weighting (0-5)
		2 Points	1 Point	0 Point	
<b>Future expansion capability</b>	The degree to which the site will accommodate future expansion and growth of recreation, parks, and culture facilities (as well as other public amenities).	The site is large enough to accommodate future indoor and outdoor RPC amenities as well as other public services.	The site is large enough to accommodate future indoor and outdoor RPC amenities.	The site will not accommodate any future indoor and outdoor RPC amenities or other public services.	2
<b>Land use</b>	The degree to which the facility will integrate with existing land uses adjacent to the site and current zoning for the site.	The site is appropriately zoned, and the facility is expected to fit with site adjacencies.	The site is appropriately zoned, or the facility is expected to fit with site adjacencies.	The site is not appropriately zoned, and the facility is not expected to fit with site adjacencies.	2
<b>Proximity to complimentary services and businesses</b>	The location of the site in proximity to health and wellness services and/or commercial areas, especially those that are complimentary to the facility.	The site is within walking distance (<500m) to complimentary services and businesses.	The site is nearby (500m-1000m) complimentary services and businesses but not within walking distance.	The site is not nearby complimentary services and businesses (>1000m).	2
<b>Site servicing + conditions</b>	The readiness of the site in relation to site servicing and existing physical / environmental site conditions.	The site does not require significant investment in site servicing or preparation.	There are site servicing and preparation costs, but they are not prohibitive.	The site servicing and preparation costs are prohibitive.	2
<b>Proximity to accommodations</b>	The location of the site in proximity to hotels and other forms of accommodations.	The site is within walking distance (<500m) to accommodations.	The site is nearby (500m-1000m) accommodations but not within walking distance.	The site is not nearby accommodations (>1000m).	1



## BIG PLAY: Inclusion and Diversity

Recreation and culture provides significant benefits to all community members – the benefits of recreation and culture are not enjoyed by only a select few, but rather, can be realized by everyone in the community. Research on the benefits of recreation and culture at a community level has revealed that these services enhance levels of social interaction, cohesion, and inclusion, as well as promote cross-cultural learning and appreciation, can strengthen bonds and drive reconciliation with Indigenous communities, and can build community pride. However, it is key that inclusion and access to recreation and culture services are a top priority for the City of Grande Prairie for the benefits to be enjoyed by all.

### Values and Considerations

Part 1

■ Strongly Agree ■ Somewhat Agree ■ Unsure ■ Disagree

It is important to ensure that recreation and culture opportunities are available and accessible for all residents in the community.



Many recreation and parks departments in Canada have adopted statements and policies on equity, diversity, inclusion and/or reconciliation that include hiring practices, staff education and skill development, and recognizing biases that may create barriers for community members. In terms of reconciliation, the Truth and Reconciliation Commission’s Calls to Action (87 to 91) speak directly on how recreation, parks, and sport can be leveraged to advance positive change by:

- Recognizing the contributions and stories of Indigenous athletes in history and providing educational opportunities on these contributions.
- Supporting long-term Indigenous athlete development and growth.
- Amending policies to ensure that physical activity is promoted as a fundamental element of health and well-being, to reduce barriers, and build inclusive practices to build capacity.
- Develop programs that reflect diverse cultures and traditions.
- Initiating anti-racism and cultural awareness campaigns.

While recreation can be leveraged to create a level playing field for acceptance, knowledge, and inclusion to occur; equity, diversity, inclusion, and reconciliation are all processes as well as outcomes. Considering our city’s growing diverse population, there are many groups that will benefit from service delivery strategies focused on equity, diversity, inclusion, and reconciliation.



## Community Innovation: Moose Jaw Rural and Northern Immigration Canada Pilot

As part of their broader participation in the Government of Canada's Rural and Northern Immigration Canada program, Moose Jaw is actively striving towards creating an opening and welcoming community for new Canadians. A key partner in these efforts is the Moose Jaw Newcomer Welcome Centre, which serves immigrant newcomers to the City and surrounding region by providing guidance, support, resources and services. An innovative program offered by the Welcome Centre is the Healthy Living Project, which focuses on furthering integration into the Moose Jaw community for women and girls through physical activity, sports programs and healthy living. The Project offers monthly events such as swimming lessons, canoeing, yoga and so forth to encourage engagement and integration.

### Benefits:

- Supports healthy and active living.
- Fosters community connections and relationship building.
- Takes an integrated approach to better understand the unique needs of newcomer women and girls.



## Recommendations:

1. Continue recognizing the National Day for Truth and Reconciliation and offering staff educational training seminars. Consider exploring how recreation and culture topics can be explored through future training opportunities.
2. Conduct a review of department policies with an equity, diversity, inclusion and reconciliation lens, and work to address gaps and opportunities where feasible.
3. Conduct accessibility audits of recreation and cultural facilities and spaces, identify deficiencies, and work to address deficiencies through maintenance plans where feasible.

## Implementation Guidance:

1. Staff training related to awareness of all equity deserving groups, including but not limited to Indigenous history and culture, LGBTQ2+ community, accessibility and newcomer groups.
2. Complete a review of existing recreation and cultural programs and services to determine how to develop accommodations to support inclusive participation.
3. Incorporating or incentivizing traditional Indigenous activities and knowledge sharing through recreation programming.
4. Adopt a recreation department statement on equity, diversity, inclusion, and reconciliation.
5. Support to initiatives of regional Indigenous communities that pursue investment in sport and recreation opportunities for their community members via letters of support and sharing of best practices.



# Theme 3: Innovation

Recreation and culture service delivery is currently being transformed with the incorporation of innovative technologies and the rise of 'big data'. Virtual delivery and digital technologies have been providing new opportunities for recreation and culture service delivery throughout recent decades, however the pandemic has accelerated this trend. Digital transformations and expanding and new technologies continue to have a profound impact not only on the way we connect with each other, but on how recreation and culture is created, consumed, displayed, distributed, and experienced. It is also shifting the skills needed to participate and engage in recreation and culture.

Historically, the recreation sector has overlooked the importance of data and data collection in decision-making, identifying important trends, and leveraging subjective information to advocate for continued investment. The potential for data to inform decision-making within the sector is significant and municipalities are now working to collect data. It is important to consider the "why" when collecting data. Filling up programs is beneficial to the economic side of a facility or department; however, it is important to consider utilization and key measurements when collecting data. The objectives in this theme identify actions to expand capacity related to using technology for community benefit, the gathering of relevant data and digital transformations.

## Alignment with Guiding Principles



**Inclusive**



**Collaborative**



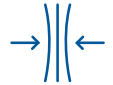
**Relevant**



**Stewardship**



**Innovative**



**Resilient**



**Sustainable**

## Outcome

*Recreation and culture facilities and services are innovative, adaptive, and resilient to support community participation and public benefit.*





## Objective #7 Enhance data collection processes.



**Action #R7.1** Expand data collection efforts related to recreation program registration to understand utilization and user characteristics more accurately (Ex. How they found out about the program).



**Action # C7.1** Support art and cultural groups to maintain a database of event and program participation data.



**Action #D7.1** Standardize data collection and reporting across the Department and among community collaborators, where possible.



**Action #D7.2** Collaborate with community groups for participation data to inform decision making.

## Objective #8 Improve the use of technology to support participation and animate spaces.



**Action #R8.1** Complete an assessment of the current information and communication technology in recreation facilities and spaces to determine gaps and opportunities.



**Action # C8.1** Work with the arts and cultural sector to determine technology needs in facilities and spaces.



## BIG PLAY: Climate Change and Environmental Sustainability

Climate change is affecting communities across Canada in different ways and nearly every facet of municipal operations is being impacted, including recreation and culture. Climate change has affected average precipitation volumes, frequency of dangerously cold or hot days, frequency, and severity of extreme weather events, and is putting pressure on municipalities to improve their operations to minimize environmental impacts. Indoor and outdoor recreation amenities are proving to be key sites for the impacts of climate change to manifest themselves. From residents seeking respite from extreme hot or cold within recreation centres to managing drought or flooding outdoors, municipal operations will have to change in response to climate change. Recreation has historically been a medium for education and social change and will play an important role in how we adapt and respond to climate change.

Water, energy, material use, and waste management are all top-of-mind concerns for municipalities. Recreation and sport infrastructure consumes significant amounts of resources to operate, and municipalities are now examining how these facilities can be retrofitted or designed to use

less energy, incorporate clean energy technologies to help reduce emissions, and are utilizing innovative architecture to minimize construction material use and waste, all helping to contribute to environmental sustainability.

Increasingly, provincial, and federal funding opportunities for recreation and culture are incorporating a climate change lens or require municipalities to demonstrate how the initiative relates to and advances environmental sustainability. For example, municipal recreation and culture infrastructure eligible for federal funding through the Investing in Canada Infrastructure Program must speak to how the investment may impact the environment and hold up to the effects of climate change. Another funding stream, the Green and Inclusive Community Buildings Program, requires applicants to submit emissions modeling data, structural information, and building energy profiles. New construction is required to be built to a net-zero standard or be net-zero ready – meaning the facility must be designed to have no net emissions at all. Moving forward, municipalities and recreation departments should be prepared to speak to how their operations relate to and work to minimize environmental impacts.

### Community Innovation: Cornell Community Center Living Wall (Ontario)

The Cornell Community Center, which opened in 2013, features an interior living wall. The building has been designed to meet LEED Silver certification. A visible reminder of the project's sustainability commitment is a double height "living wall" located within the main common space. The wall acts as a natural bio-filtration system that cleanses and filters the air within the building.

#### Benefits:

- Living Walls increase air quality by absorbing and cleaning pollutants from the air.
- Plants typically utilized in Living Walls have a variety of colours, textures, patterns, and colours. This diversity of plants generates the potential to create "living art".
- Plants and trees will help to reduce noise pollution.





## Recommendations:

1. Continue to establish facility profiles that focus on short, medium, and long-term climate related risks and opportunities for enhancement and climate mitigation.
2. Communicate reporting on emissions and other key climate related metrics for the City's recreation and culture facilities and spaces to illustrate how operations are working to minimize environmental impacts.

## Implementation Guidance:








1. Continue to expand the number of water fountain / filling stations in recreation facilities, prioritizing locations and access for those most in need.
2. Explore how green / open space design can be used to help mitigate adverse effects of climate change – i.e., tree canopies for shade and carbon capture, continue to enhance naturalization and low impact design, active forms of transportation.
3. Strive to protect natural vegetation and habitats and promote wildlife passage corridors through parks, trails, and open space areas.
4. Conduct environmental impact / efficiency audits for all community events and work towards completing recommended actions / activities.
5. Consider climate resilient design and systems when developing new or enhanced recreation amenities.
6. Continue to expand the establishment of community orchards and edible landscaping on municipally owned lands.



# Theme 4: Investment

Municipalities must be thoughtful in the provision of services and spaces, while adopting innovative new solutions to create a sustainable future in both economic and climate adaption terms. The advancement of the delivery of recreation and cultural services opportunities to promote community stewardship and healthy living in a sustainable manner is a priority for the City. The engagement program identified both fiscal and environmental sustainability as a key concern for residents. This theme is also significant in the broader sector literature and provincial and national programs and policies. The objectives and actions outlined in this section are intended to provide a point of reference that can influence future investment decisions. This guidance is necessary as it is highly unlikely that the City will be able to meet all infrastructure demands and may need to make difficult decisions based on finite resources. Recreation and culture infrastructure investment should also be focused and based on sound rationale that reflects the diverse nature of our growing city and the needs of both structured and spontaneous participants.


## Alignment with Guiding Principles


-   
**Inclusive**
-   
**Collaborative**
-   
**Relevant**
-   
**Stewardship**
-   
**Innovative**
-   
**Resilient**
-   
**Sustainable**


## Outcome


*Recreation and culture facilities and services foster a high quality of life and wellbeing of residents and the community through encouraging community cohesion and participation in a variety of leisure pursuits.*

## Objective #9 Provide high-quality, sustainable recreation and culture infrastructure efficiently and effectively.


 **Action #R9.1** Develop more opportunities and amenities for people to be active on a drop-in basis.

 **Action # C9.1** Plan for a new community performance arts space. Identify potential locations, program, and preliminary costs for the future development.

 **Action #D9.1** Consider climate change in new facilities design through incorporating principles of environmental sustainability and structural resiliency.

 **Action #D9.2** Design new facilities to be universally accessible and consider the integration of multiple amenities and community services (e.g., recreation, cultural and library space) in one facility or location to ensure access for all.

## Objective #10 Enhance policies and procedures to strengthen the planning and delivery of recreation and culture facilities and spaces.

 **Action #D10.1** Utilize the Investment Prioritization Framework contained herein in future decision making for new facilities and spaces.



# Implementation Tools

## Investment Prioritization Framework

The City will need to prioritize its investment in recreation and culture infrastructure based on sound data driven and transparent rationale guided by this Strategy and the frameworks developed within. Doing so will ensure that available resources are allocated in such a manner that achieves the highest possible degree of community benefit. A three-step process for evaluating infrastructure needs and priorities has been developed and is summarized by the following Figure 12.

**Figure 12: Investment Prioritization Framework Steps**



**Step 1 - Service Level Needs Assessment:** This step uses five criteria (resident preferences; collaborator preferences; utilization indicators; participation trends; benchmarking) to assess need and suggest whether the provision of a recreation and culture amenity type should be “Enhanced”, “Maintained”, or “Reduced”.

**Step 2 - Amenity Investment Prioritization Ranking:** The second step undertakes further investigation and prioritization by building on the initial five criteria used in Step 1 along with

additional criteria relevant to Grande Prairie and deemed to be important to consider as part of the prioritization process. Recognizing that there is a significant cost to simply maintaining existing infrastructure service levels, Step 2 prioritizes amenity types that Step 1 suggests should be enhanced and maintained.

**Step 3 - Amenity Strategies and Action Plan:** The final step then applies a practical lens to the prioritization by outlining potential steps and considerations for each of the amenity types.

## Step 1: Service Level Needs Assessment

The Service Level Needs Assessment provides an initial point of reference for infrastructure prioritization by identifying if current service provision should be “Enhanced”, “Maintained”, or “Reduced”. The following chart explains the five criteria and indicators used to undertake this initial assessment.

**\*A “reduced” service level assessment does not necessarily indicate immediate closure of an amenity but does suggest that when significant investment is required that a reduction of service should be considered.**

Service Needs Criteria	Indicators
Resident Preferences	<p><b>Enhance:</b> Identified as a top 5 Indoor or Outdoor priority by Household Survey respondents.</p> <p><b>Maintain:</b> Not identified as a top 5 Indoor or Outdoor priority by Household Survey respondents.</p> <p><b>Reduce:</b> N/A</p>
Collaborator Preferences	<p><b>Enhance:</b> Engagement with community organizations identified the need to expand current provision (10 or more Community Group Questionnaire respondents identified the amenity type as a priority AND/OR the amenity type was commonly referenced as requiring increased or improved provision during the collaborator discussions)</p> <p><b>Maintain:</b> Engagement with community organizations did not clearly identify the need for expanded provision (&lt; 10 Community Group Questionnaire respondents identified the amenity type as a priority AND/OR some desire for expanded provision may have been mentioned in the collaborator discussions but was not a prevalent theme).</p> <p><b>Reduce:</b> The amenity type was commonly referenced in the collaborator engagement as being in oversupply.</p>
Utilization Indicators	<p><b>Enhance:</b> Utilization analysis suggests that the amenity type is at or nearing capacity (Overused, Fully Used, or Well Used).</p> <p><b>Maintain:</b> Utilization analysis suggests that the amenity type is moderately used, but not at or nearing capacity.</p> <p><b>Reduce:</b> Utilization analysis suggests that the amenity type is underutilized.</p> <p><i>*Amenity types for which sufficient data isn't available to support “Enhance” or “Reduce” are also assessed as “Maintain”.</i></p>



Service Needs Criteria	Indicators
Participation Trends	<p><b>Enhance:</b> Trends suggests that there will be increasing demand in the future for the amenity type.</p> <p><b>Maintain:</b> Trends suggest that there will be similar levels of demands for the amenity type in the future.</p> <p><b>Reduce:</b> Trends suggests that there will be decreasing levels of demand for the amenity type in the future.</p>
Benchmarking	<p><b>Enhance:</b> The provision of the amenity type is “Lesser” in Grande Prairie relative to comparator municipalities.</p> <p><b>Maintain:</b> The provision of the amenity type is “Similar” in Grande Prairie relative to comparator municipalities.</p> <p><b>Reduce:</b> The provision of the amenity type is “Better” in Grande Prairie relative to comparator municipalities.</p> <p><i>*Amenities for which a benchmarking rating (lesser, similar, or better) was not able to be assigned due to a lack of information are assessed as “Maintain”</i></p>

Amenity service levels needs were categorized as “Enhance”, “Maintain”, or “Reduce” based on the following approach.

- **Enhance if...**scored as “Enhance” in 3 or more of the 5 categories.
- **Reduce if...**scored as “Reduce” in 3 or more of the 5 categories.
- **Maintain if...**amenity is not categorized as either “Enhance” or “Reduce”.

**Figure 13: Indoor Amenity Types Residents Believe Should be Enhanced**

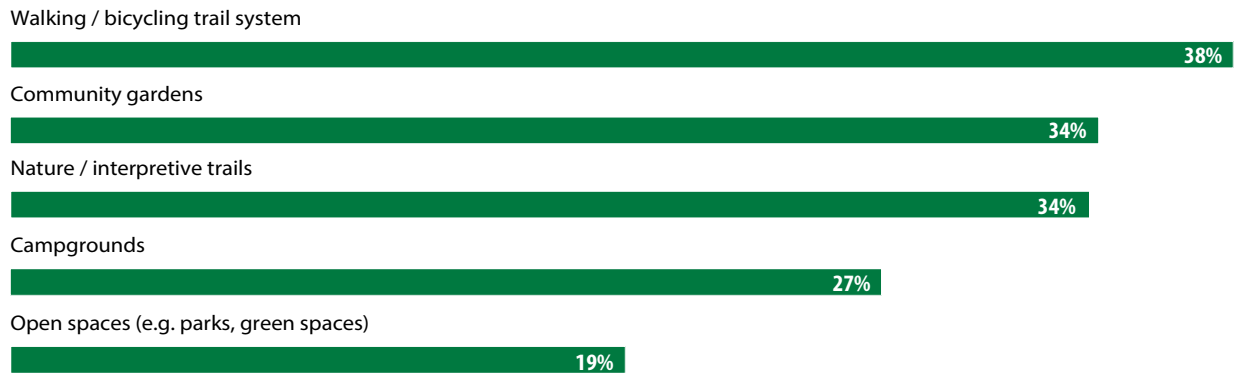
### INDOOR Facilities That Should Be Enhanced or More Available





**Figure 14: Outdoor Amenity Types Residents Believe Should be Enhanced**

### OUTDOOR Facilities That Should Be Enhanced or More Available



#### Step 2: Amenity Investment Prioritization Ranking

Step 2 further prioritizes the indoor and outdoor amenities categorized as warranting enhanced or sustained service levels during Step 1. This prioritization utilizes the five criteria that were part of the Step 1 evaluation process and integrates seven additional ones.

This decision-making framework will allow for the transparent and objective assessment of potential new or enhancements to existing recreation amenities within Grande Prairie. The framework should be reviewed every four to six years, however the framework is designed in a manner that will allow for decision making to be adaptable and responsive to changes in trends in the community, shifts in demographics and to the strategic goals of the City. By inputting reliable community data into the framework, the City can assess the best strategic direction of future investments in sport amenities.





**Table 4: Amenity Investment Prioritization Decision-Making Tool**

<b>Investment Prioritization Criteria</b>	<b>3 points</b>	<b>2 points</b>	<b>1 point</b>	<b>0 points</b>	<b>Criteria Weight (3 – 1)</b>
Is the amenity multifunctional and accessible to the majority of community members and groups?	Highly accessible	Moderately accessible	Limited accessibility	No accessibility	3
What are the net cost impacts of the amenity?	Low overall cost impact to City	Moderate overall cost impact to City	High overall cost impact to City	Not feasible	3
Does the proposed amenity respond to identified market demand established by reliable community engagement?	High market demand	Moderate market demand	Low market demand	Limited or no market demand	2
Does the amenity respond to experienced and/or expected population growth and demographics?	Serves current and future populations	Moderately serves current and future populations	Limited service to current and future populations	Does not serve current or future populations	2
Does the amenity enhance event hosting capacity?	High opportunity to enhance hosting capacity	Moderate opportunity to enhance hosting capacity	Limited opportunity to enhance hosting capacity	Does not enhance hosting capacity	2
Does the amenity enhance regional amenity inventory?	Adds new amenity to region	Significantly improves inventory	Moderately improves inventory	Limited improvement inventory	2
Does the amenity bring Grande Prairie more in line with comparable communities?	The amenity is not in Grande Prairie, but is in comparable communities	The amenity is in Grande Prairie, but at a lower rate than comparable	The amenity is in Grande Prairie, but at a similar rate than comparable	The amenity is in Grande Prairie at a better rate than comparable	2
Does the project have any supporting fiscal or operational partnerships?	High partnership potential	Moderate partnership potential	Limited partnership potential	The project has no partnership potential.	2
Does the amenity align with observed or known recreation, sport, cultural and / or leisure trends and leading practices?	Highly aligned with trends	Moderately aligned trends	Limited alignment with trends	Does not align with any known trends	1

### Step 3: Amenity Strategies and Action Plans

The City will need to further evaluate potential recreation and culture infrastructure projects, as well as evaluate other potential projects that may come forward for considerations (e.g. projects brought forward by external organizations, funding opportunities from senior levels of government, a decision on significant re-investment or replacement is required for an existing facility). It is recommended that the City follow the process outlined below for all major infrastructure projects over \$1 M.

The research and engagement conducted as part of this Strategy process provides some of the information required to undertake the suggested Needs Assessment and Feasibility Analysis steps. However, some new information will need to be generated in order to further explore considerations specific to the project and associated amenity type, including:

- The current supply in the market area for the amenity type being considered and the characteristics of the current supply (e.g. quality, availability of support amenities, functionality, etc.).
- Utilization trends and characteristics related to the specific type of amenity being considered (e.g. is growth being driven by specific types or ages of users?)
- Collaborator support and capacity / willingness to pay to use a new or enhanced amenity.
- Will new or expanded provision of an amenity type have an impact on existing facilities and partnerships?
- Are there opportunities for new or adapted partnership that can create project efficiencies and maximize benefit?

The suggested process also provides the City with an opportunity to evaluate alignment between the potential project under consideration and the Guiding Principles (as outlined earlier in this document). Key questions to ask when evaluating this alignment include:

- Will the facility project reflect the City's commitment to environmental sustainability and be able to react to climate related factors?
- Will the potential facility be inclusive and accessible for individuals facing financial, social, or physical barriers to participation?
- To what degree (if at all) will the potential facility project generate economic return?



# Theme 5: Community Celebrations

When considering the right mix of amenities to make a city or region attractive for residents and visitors and provide high quality of life, recreation and culture are important components that must be included. The provision of entertainment, cultural, and recreation amenities, as well as access to the arts, and natural landscape all influence how a location is viewed and considered a place where people want to be. Cities that offer a range of experiences for their residents are viewed as more desirable places to live, visit, and work.

Grande Prairie currently hosts a range of events throughout the year at the local, regional, and national level. It has been a priority to focus on hosting community events that will foster inclusion and a sense of belonging. Furthermore, event tourism is extremely attractive as an economic generator for municipalities. When considering hosting an event it is beneficial to view recreation, sport, art and culture as one thing. All major events in Grande Prairie should, when possible, have sport, art, and cultural components to achieve broad long-term benefits such as increased community pride, economic development, and infrastructure legacy benefits for the community and contribute to the vibrancy of the city. The objectives in this theme identify actions that can be taken to ensure community vibrancy continues to grow and events hosted leave a positive legacy for all residents.

## Alignment with Guiding Principles



**Inclusive**



**Collaborative**



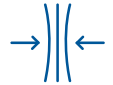
**Relevant**



**Stewardship**



**Innovative**



**Resilient**



**Sustainable**

## Outcome

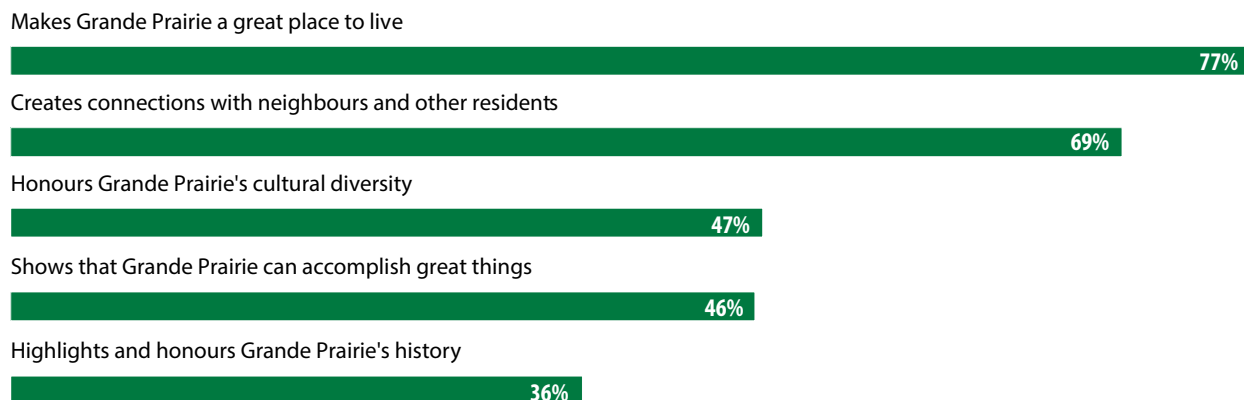
*Residents and visitors enjoy and benefit from high-quality recreation and culture events, activities and opportunities that increase a sense of community identity, pride, and spirit.*







Figure 15: Value of Events and Festivals to Grande Prairie


## Reasons That Special Events and Festivals Create Pride in Grande Prairie





### Objective #11 Support the hosting of sport, arts, and cultural events to realize economic and social benefits.

 **Action #R11.1** Update the 2012 Sport Tourism Strategy to support the attraction of new opportunities and leveraging of event legacies.


 **Action #C11.1** Develop and promote cultural tourism activities through supporting community partners to develop and promote a wider range of cultural tourism activities.


 **Action #D11.1** Increase community development programs, events and celebrations aimed at connecting and engaging residents, celebrating diverse cultures, and building community identity.


 **Action #D11.2** Plan for a new community performing arts centre. Identify potential locations, program, and preliminary costs for the future development.


 **Action #D11.3** Partner with other municipalities to develop regional attractions, tours, and events.

### Objective #12 Enhance communication efforts related to recreation and culture opportunities and benefits.

 **Action #R12.1** Develop an overarching communications plan that outlines the goals of the department, annual events and programs and avenues used to promote these services.

 **Action #R12.2** Develop a recreation e-newsletter for members. Ensure user groups are included (could be for a fee).

 **Action #C12.1** Create opportunities for community groups to provide ongoing feedback and information through annual surveys or discussion groups.

 **Action #D12.1** Collaborate with the communications department to develop an internal marketing committee to carry out effective marketing campaigns for programs and events.

## Implementation Tools

### Communication Plan

Lack of awareness of recreation and culture opportunities is a common barrier faced for many communities. The barrier does not mean the information is not available anywhere, rather that the information isn't being made available on the correct channels at the correct times. It is important that the City stays on top of the communication trends to ensure residents are able to access the current information they need. The ability to have clear consistent messaging, will in turn boost participation and volunteerism in Grande Prairie.

To address the barriers we are facing related to awareness, it is recommended that the recreation and culture departments develop a communication plan template to share with recognized community groups delivering programming and events that align and support City marketing tactics. When developing this plan, it is important to address the why – why are we communicating and what is the purpose, the for who – who are we trying to reach and what is the best way to reach them, the what – what are you advertising, the how – how is the material going to be publicised, the when – when is the best time to promote and the who – who is going to take leads on each task.

44% of households reported that being unaware of some opportunities was the greatest barrier to participation.

Households that have lived in the Grande Prairie area for 10 or fewer years (48%) were more likely to say they are inadequately informed than households who have lived in the area for more than 10 years (36%).

“More advertising is needed to make sure people are getting interactive with the arts community”

– Interview Participant



**Figure 16: Communication Plan Template**

Communication Plan Template	
<b>Project Title:</b> Establish the project, service, event, or initiative	
<b>Why?</b> Why are you communicating and for what purpose? Clearly understand the role and value of communications as it relates to the overall success of the project, service, event, or initiative.	

For Whom	What	How	When	By Whom
Who should be part of the communication process? Who are likely target audiences, collaborators, or partners? Identifying all communication beneficiaries is critical; it is through recognising and respecting the role of others that meaningful communication evolves, and relationships are fostered and sustained. Don't forget internal communication collaborators and partners. It may be helpful to identify audiences according to their internal or external status.	What information needs to be communicated? Remember one communication "hat" does not necessarily fit all. Each of the audiences identified in the plan may have different information requirements.	How is it best communicated? Are there existing methods, publications, etc., which will assist? For example: <ul style="list-style-type: none"> <li>• paid advertising</li> <li>• media releases</li> <li>• council/committee meetings</li> <li>• Staff meetings</li> <li>• Reports, letters, memos</li> <li>• Presentations</li> <li>• Newsletters</li> <li>• Posters</li> <li>• Brochures</li> <li>• Social Media</li> <li>• Website</li> <li>• Email</li> <li>• Public meetings, open houses, forums, workshops</li> </ul>	Timing is important; be specific and meet deadlines. Be aware of and note milestones in the project plan which trigger a communication "event". These events could include a public presentation, a news release, a project launch, etc.  Tip! It's smart to have internal communications established before external!	Assign communication responsibilities. Communication plans are active documents and are designed to be implemented! Be clear on who takes responsibility for a communication task and, of course, ensure that the person/group assigned to that task is aware of any role or responsibility.

## BIG PLAY: Event Hosting

Event tourism is extremely attractive as an economic generator for municipalities, however event hosting has been proven to confer a range of benefits, including social and health benefits, to host communities and their residents. In particular, sport event and tournament hosting are a significant segment in the tourism sector in Canada. Sport event tourism has become a highly competitive landscape for municipalities and regions seeking to host events. In 2019, the sport tourism industry in Canada was valued at \$7.4 billion dollars. In contrast to other segments of the tourism industry, sport tourism in Canada continues to grow and is largely driven by the domestic market. As such, sport tourism and sport event hosting are often drivers of the development of new infrastructure in Canadian cities. Given this important contribution that sport, and specifically sport tourism, makes to local and national economies, many communities are reacting to the growth and opportunities associated with sport tourism by dedicating resources to the attraction and retention of events, including the development of competition-level facilities.

When considering hosting an event it is beneficial to view sport, art, and culture as one.

All major events in Grande Prairie should, when possible, have sport, art, and cultural components to achieve broad long-term benefits such as increased community pride, economic development, and infrastructure legacy benefits for the community and contribute to the vibrancy of the City.

The City of Grande Prairie will continue to pursue hosting major events, including multi-sport games, provincial/national level tournaments and cultural events. However, the City will ensure that decisions related to the attraction and hosting of events and tournaments are done so in the best interests of the community and in the interest of creating a lasting positive legacy for all residents. To that end, it is important to consider several factors when allocating resources to facility development and event attraction to ensure that investment provides positive and long-lasting impacts. Best practices that should be followed include:

- Infrastructure investment (enhancement or new development) needs to be sustainable and beneficial to a wide array of residents.
- Benefits from each event are communicated to the public.
- Community volunteer capacity needs to be accurately assessed and deemed appropriate.
- The pursuit of events needs to be strategically aligned with community values and goals.

### Community Innovation: Bicycle Valet (British Columbia)

Bicycle Valet is a free service available to event organizers and partners. The Bicycle Valet is a social enterprise of Better Environmentally Sound Transportation (BEST). Since 2006, BEST's Bicycle Valet has been providing professional, secure, coat-check style bicycle parking in and around Metro Vancouver, and has recently expanded to Vancouver Island. The Bicycle Valet accepts bikes, strollers, and most pedestrian powered modes of transportation. Users of the system can leave their helmets, bags and locks with their bike in the secure bike compound. Feedback from event organizers and users has been overwhelmingly positive. Common responses highlight the convenient and free aspect of the program. Event organizers enjoy the fact that the reduction of bikes within festival grounds contribute.

#### Benefits:

- Provides secure parking for bikes, and accessories; safer alternative to locking bikes to poles and fences
- Located in convenient areas or central locations
- Reduce the number of cars, and the frustration of event traffic and parking
- Reduces the harmful emissions caused by idling vehicles and congested traffic at events
- Encourages increased event attendance by providing a safe, convenient and secure place to park bikes, and an alternative to taking a car or transit to an event.





## Recommendations:

1. Develop an Event Hosting Strategy to capture the synergies between sport, art, and cultural event hosting.
2. Continue to support the hosting of community events that foster inclusion and a sense of belonging.
3. Define the desired outcomes of event hosting for the City of Grande Prairie. Consider identifying economic, social, and environmental outcomes for balanced community benefit.

## Implementation Guidance:

1. Work with partners to continue to highlight Grande Prairie as a preferred host for regional events and targeted regional, provincial, and national events.
2. Build synergies with relevant partners (such as Grande Prairie Regional Tourism Association) to expand online presence to promote Grande Prairie as a hosting destination.
3. Develop an 'Event Hosting' page on the City website to share resources related to event hosting and attracting events to the city.
4. Engage with local sporting and cultural groups to determine new and unique hosting opportunities.
5. Explore event assessment models to provide standard post event reporting and analysis, incorporating event performance indicators, visitor metrics and economic benefits.
6. Review '*Guidelines for Funding for Large Scale Tourism Events*' (Procedure 317 – 1) and refine evaluation metrics to add transparency to funding decision making process.
7. Identify a permanent funding source for the Sport Hosting Grant and publicly communicate evaluation metrics.
8. Consider how sport, arts and cultural event hosting synergies and benefits are valued and ensure there is consistency in how that is communicated in the criteria and guidelines of existing grant programs.
9. Create a volunteer recruitment campaign to develop an ongoing roster of residents as volunteers for future events.








## 5 The Performance








Successful implementation of this Recreation and Culture Strategy requires coordinated efforts and action from Council, Administration, collaborators, and the public, as well as requires being proactive in pursuing funding opportunities. While there are many recommendations presented in this Strategy, an approach for understanding where to start and why involves looking at recommendations through various lenses including timelines, funding, and metrics for measurement. Some of the recommendations contained represent significant projects for the City in terms of its service delivery approach and capital budgeting, whereas others offer future directions the City may wish to explore, and others are focused on achieving operational excellence, which will require smaller-scale changes.







# 5.1 Implementing the Strategy








It is anticipated that the Recreation and Culture Strategy will be implemented in phases based on the identified needs of the community, the priorities of Council, and available funding. As stated at the beginning of the Plan, this Strategy is designed to be a guiding document for Administration, Council, community collaborators and the public. The aim is to guide the provision of services and facilities to meet the needs of the community; it does not commit the City to any specific action outlined in the document. It is a living document that will most importantly provide direction and strategic foundations to guide future decisions, however the objectives and actions contained within will need to be situated within the current realities of the City before acted upon.








**Table 5: Strategic Recommendations with Proposed Metrics and Timelines**







	<b>Alignment with Guiding Principles</b>	<b>Potential Evaluation Metrics</b>	<b>Timeline</b> (Short: 0 – 3 years Medium: 4 – 7 years Long: 8 – 12 years Ongoing: Throughout the Plan)
<b>Objective #1 Support community groups to build organizational and leadership capacity.</b>			
 <b>Action #R1.1</b> Provide support to user groups through resource sharing (ex. Connecting groups with similar barriers or connecting groups who have overcome similar barriers).	<b>Inclusive, Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<i>Availability of Resources.</i>  <i>Number of groups, non-profits and other collaborators engaged.</i>	<b>O</b>
 <b>Action # C1.1</b> Explore management models and delivery roles for the cultural sector to determine the best approach for the city and the local arts / cultural sector.	<b>Inclusive, Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<i>Development of a cultural service delivery framework.</i>	<b>M</b>
 <b>Action #D1.1</b> Provide more affordable and flexible community meeting spaces.	<b>Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<i>Availability of community spaces.</i>	<b>S</b>
 <b>Action #D1.2</b> Increase support for community led initiatives and events through grants and other programs to support community level projects.	<b>Collaborative, Relevant, Resilient, Sustainable</b>	<i>Availability of funding for community groups.</i>  <i>Grant allocation statistics.</i>	<b>M</b>
 <b>Action #D1.3</b> Explore ways to streamline volunteer services, expand volunteering opportunities and acknowledge those that choose to volunteer their time.	<b>Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<i>Increase in volunteer retention and recruitment.</i>	<b>M</b>

	<b>Alignment with Guiding Principles</b>	<b>Potential Evaluation Metrics</b>	<b>Timeline</b> (Short: 0 – 3 years Medium: 4 – 7 years Long: 8 – 12 years Ongoing: Throughout the Plan)
<b>Objective #2 Develop a renewed vision for arts and culture.</b>			
 <b>Action #R2.1</b> Assist with the implementation of cultural programming.	<b>Collaborative, Relevant, Resilient, Sustainable</b>	<i>Number of programs provided or introduced.</i>	<b>O</b>
 <b>Action # C2.1</b> Support the growth of key non-profit partners (cultural and arts organizations) to establish venues and expand programming.	<b>Collaborative, Relevant, Resilient, Sustainable</b>	<i>Increased availability of / interest in arts/ cultural programs. Number of programs provided or introduced.</i>	<b>L</b>
 <b>Action #C2.2</b> Advance opportunities for public art in the city.	<b>Collaborative, Relevant, Innovative</b>	<i>Installation of public art.</i>	<b>L</b>
 <b>Action #D2.1</b> Explore an Arts and Culture Liaison position or Advisory Committee to support and grow local cultural organizational capacity and collaboration.	<b>Collaborative, Innovative, Resilient, Sustainable</b>	<i>Increased Arts/Culture Interest.</i>	<b>M</b>
<b>Objective #3 Enhance policies and procedures to strengthen the planning and delivery of recreation and culture services and programs</b>			
 <b>Action #C3.1</b> Support sport organizations to partner with arts and cultural groups in the development of opportunities for residents to participate in “try-it days”.	<b>Inclusive, Collaborative, Relevant, Innovative, Sustainable</b>	<i>Number of new programs provided or introduced.</i>	<b>S</b>
 <b>Action #D3.1</b> Develop a Community Group Recognition Policy to formalize relationships between the City and volunteer-based community groups that provide services and programs to the public.	<b>Collaborative, Resilient, Sustainable</b>	<i>Number of groups, non-profits and other collaborators engaged.</i>	<b>S</b>
 <b>Action #D3.2</b> Develop a Facility Allocation Policy.	<b>Inclusive, Relevant, Resilient, Sustainable</b>	<i>Policy is updated and adopted.</i>	<b>S</b>







	<b>Alignment with Guiding Principles</b>	<b>Potential Evaluation Metrics</b>	<b>Timeline</b> (Short: 0 – 3 years Medium: 4 – 7 years Long: 8 – 12 years Ongoing: Throughout the Plan)
 <b>Action #D3.3</b> Utilize the Community Lens Framework contained herein to support future decision making.	<b>Inclusive, Relevant, Innovative, Resilient, Sustainable</b>	<i>Framework is adopted.</i>	<b>S</b>
<b>Objective #4 Develop inclusive opportunities to support active and creative living for all ages and abilities.</b>			
 <b>Action #R4.1</b> Identify and address barriers to programs for key groups with lower participation including youth, lower income households, Indigenous children, and seniors.	<b>Inclusive, Relevant, Innovative, Resilient, Sustainable</b>	<i>Increase in recreation subsidy applications. Program registration numbers.</i>	<b>O</b>
 <b>Action #R4.2</b> Support program delivery of recreational and leisure programs through public agencies, non-profit organizations, and private businesses.	<b>Inclusive, Collaborative, Relevant, Resilient, Sustainable</b>	<i>Number of groups, non-profits and other collaborators engaged.</i>	<b>O</b>
 <b>Action # C4.1</b> Increase community cultural and arts programs and services for youth and young adults.	<b>Inclusive, Relevant</b>	<i>Number of new programs provided or introduced for youth and young adults. Increased resident youth satisfaction.</i>	<b>S</b>
 <b>Action #D4.1</b> Partner with LGBTQ2+ community to incorporate and support relevant policy, programming, training, and planning.	<b>Inclusive, Collaborative, Relevant, Innovative</b>	<i>Number of new programs provided or introduced. Number of staff participating in training opportunities.</i>	<b>O</b>
<b>Objective #5 Improve geographic balance of recreation and culture facilities and spaces.</b>			
 <b>Action #R5.1</b> Continue to work with community sport groups and schools to understand and identify gaps in services.	<b>Collaborative, Relevant, Resilient, Sustainable</b>	<i>Service gaps and analysis are included in future planning initiatives.</i>	<b>O</b>

	<b>Alignment with Guiding Principles</b>	<b>Potential Evaluation Metrics</b>	<b>Timeline</b> (Short: 0 – 3 years Medium: 4 – 7 years Long: 8 – 12 years Ongoing: Throughout the Plan)
 <b>Action # C5.1</b> Develop affordable creative spaces within the downtown core to encourage new artists.	<b>Inclusive, Collaborative, Relevant, Resilient, Sustainable</b>	<i>Increased avail-ability of art space in Grande Prairie.</i>	<b>L</b>
 <b>Action #D5.1</b> Utilize the Site Selection Framework contained herein in future decision making for new facilities and spaces.	<b>Inclusive, Relevant, Steward-ship, Innovative, Resilient, Sustainable</b>	<i>Number of assessments completed with framework.</i>	<b>O</b>
<b>Objective #6 Ensure recreation and culture facilities, spaces and services represent and respect Indigenous voices and culture</b>			
 <b>Action #R6.1</b> Develop and implement a strategy for increasing Indigenous youth participation in sport to identify and address key barriers and new opportunities to increase participation.	<b>Inclusive, Collaborative, Relevant, Innovative, Resilient</b>	<i>Increase inclusion in programming. Program registration numbers.</i>	<b>M</b>
 <b>Action # C6.1</b> Support Indigenous art in public spaces through collaboration with local Indigenous leadership.	<b>Inclusive, Collaborative, Relevant, Innovative</b>	<i>Adoption of the Public Art Policy.</i>	<b>L</b>
 <b>Action #D6.1</b> Increase community engagement and leadership training for staff to increase the knowledge, capacity, and expertise of staff.	<b>Inclusive, Collaborative, Relevant, Innovative, Resilient</b>	<i>Number of staff participating in training opportunities.</i>	<b>O</b>
 <b>Action #D6.2</b> Liaise with Indigenous Relations Advisor to incorporate an Indigenous lens in work plans and strengthen relationships with Indigenous leaders, communities, and organizations.	<b>Inclusive, Collaborative, Relevant, Innovative, Resilient</b>	<i>Number of staff participating in training opportunities.</i>	<b>O</b>
<b>Objective #7 Enhance data collection processes.</b>			
 <b>Action #R7.1</b> Expand data collection efforts related to recreation program registration to understand utilization and user characteristics more accurately (Ex. How they found out about the program)	<b>Inclusive, Relevant, Innovative, Resilient, Sustainable</b>	<i>Availability of detailed program data.</i>	<b>M</b>

	<b>Alignment with Guiding Principles</b>	<b>Potential Evaluation Metrics</b>	<b>Timeline</b> (Short: 0 – 3 years Medium: 4 – 7 years Long: 8 – 12 years Ongoing: Throughout the Plan)
 <b>Action # C7.1</b> Support art and cultural groups to maintain a database of event and program participation data.	<b>Collaborative, Relevant, Sustainable</b>	<i>Number of user groups providing data.</i>	<b>S</b>
 <b>Action #D7.1</b> Standardize data collection and reporting across the Department and among community collaborators, where possible.	<b>Collaborative, Relevant, Sustainable</b>	<i>Standardize data gathering process initiated. Number of user groups providing data.</i>	<b>M</b>
 <b>Action #D7.2</b> Collaborate with community groups for participation data to inform decision making.	<b>Collaborative, Relevant, Resilient, Sustainable</b>	<i>Number of user groups providing data.</i>	<b>O</b>
<b>Objective #8 Improve the use of technology to support participation and aminate spaces.</b>			
 <b>Action #R8.1</b> Complete an assessment of the current information and communication technology in recreation facilities and spaces to determine gaps and opportunities.	<b>Relevant, Innovative, Resilient, Sustainable</b>	<i>Number of assessments conducted.</i>	<b>M</b>
 <b>Action # C8.1</b> Work with the arts and cultural sector to determine technology needs in facilities and spaces.	<b>Inclusive, Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<i>Number of assessments conducted.</i>	<b>M</b>
<b>Objective #9 Provide high-quality, sustainable recreation and culture infrastructure efficiently and effectively.</b>			
 <b>Action #R9.1</b> Develop more opportunities and amenities for people to be active on a drop-in basis.	<b>Inclusive, Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<i>Number of spontaneous programs available. Number of facility visitors.</i>	<b>S</b>
 <b>Action # C9.1</b> Plan for a new community performance arts space. Identify potential locations, program, and preliminary costs for the future development.	<b>Relevant, Innovative, Resilient, Sustainable</b>	<i>Feasibility study completed.</i>	<b>L</b>

	<b>Alignment with Guiding Principles</b>	<b>Potential Evaluation Metrics</b>	<b>Timeline</b> (Short: 0 – 3 years Medium: 4 – 7 years Long: 8 – 12 years Ongoing: Throughout the Plan)
 <b>Action #D9.1</b> Consider climate change in new facilities design through incorporating principles of environmental sustainability and structural resiliency.	<b>Relevant, Stewardship, Innovative, Resilient, Sustainable</b>	<i>Implementation of the Strategic Plan in relation to sustainability.</i>	<b>O</b>
 <b>Action #D9.2</b> Design new facilities to be universally accessible and consider the integration of multiple amenities and community services (e.g., recreation, cultural and library space) in one facility or location to ensure access for all.	<b>Inclusive, Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<i>Increase in accessibility. Number of accessibility audits conducted.</i>	<b>O</b>
<b>Objective #10 Enhance policies and procedures to strengthen the planning and delivery of recreation and culture facilities and spaces.</b>			
 <b>Action #D10.1</b> Utilize the Investment Prioritization Framework contained herein in future decision making for new facilities and spaces.	<b>Inclusive, Relevant, Stewardship, Innovative, Resilient, Sustainable</b>	<i>Number of assessments completed with framework.</i>	<b>O</b>
<b>Objective #11 Support the hosting of sport, arts, and cultural events to realize economic and social benefits.</b>			
 <b>Action #R11.1</b> Update the 2012 Sport Tourism Strategy to support the attraction of new opportunities and leveraging of event legacies.	<b>Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<i>Development of sport tourism strategy is initiated. Number of provincial, regional, and local events hosted.</i>	<b>M</b>
 <b>Action #C11.1</b> Develop and promote cultural tourism activities through supporting community partners to develop and promote a wider range of cultural tourism activities.	<b>Inclusive, Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<i>Increase of support for arts and culture. Increased visitor numbers.</i>	<b>O</b>
 <b>Action #D11.1</b> Increase community development programs, events and celebrations aimed at connecting and engaging residents, celebrating diverse cultures, and building community identity.	<b>Inclusive, Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<i>Availability of new events and programs. Increased resident satisfaction.</i>	<b>S</b>



	<b>Alignment with Guiding Principles</b>	<b>Potential Evaluation Metrics</b>	<b>Timeline</b> (Short: 0 – 3 years Medium: 4 – 7 years Long: 8 – 12 years Ongoing: Throughout the Plan)
 <b>Action #D11.2</b> Plan for a new community performing arts centre. Identify potential locations, program, and preliminary costs for the future development.	<b>Relevant, Innovative, Resilient, Sustainable</b>	<i>Feasibility study completed.</i>	<b>L</b>
 <b>Action #D11.3</b> Partner with other municipalities to develop regional attractions, tours, and events.	<b>Collaborative, Relevant, Resilient, Sustainable</b>	<i>Number of regional events.</i>	<b>O</b>
<b>Objective #12 Enhance communication efforts related to recreation and culture opportunities and benefits.</b>			
 <b>Action #R12.1</b> Develop an overarching communications plan that outlines the goals of the department, annual events and programs and avenues used to promote these services.	<b>Relevant, Innovative, Resilient, Sustainable</b>	<i>Creation of communications plan.</i>	<b>S</b>
 <b>Action #R12.2</b> Develop a recreation e-newsletter for members. Ensure user groups are included (could be for a fee).	<b>Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<i>Development of newsletter.</i>	<b>S</b>
 <b>Action #C12.1</b> Create opportunities for community groups to provide ongoing feedback and information through annual surveys or discussion groups.	<b>Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<i>Number of groups, non-profits and other collaborators engaged.</i>	<b>O</b>
 <b>Action #D12.1</b> Collaborate with the communications department to develop an internal marketing committee to carry out effective marketing campaigns for programs and events.	<b>Relevant, Innovative, Resilient</b>	<i>Initiation of marketing campaign.</i>	<b>S</b>

**Table 6: Summary of Big Plays Recommendations**

	<b>Alignment with Guiding Principles</b>	<b>Timeline (S, M, L, O)</b>
Adopt the vision statement, departmental purpose and principles articulated within.		<b>S</b>
Organize an annual symposium that brings together community groups, non-profits, and other collaborators to explore topics of shared interest, provide capacity building workshops, and support sector-wide relationship building.	<b>Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<b>O</b>
Develop standardized partnership agreement forms that outline roles and responsibilities, expectations for data collection and reporting, and basic criteria that outlines how funding or other subsidies are allocated.	<b>Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<b>M</b>
Continue recognizing the National Day for Truth and Reconciliation and offering staff educational training seminars. Consider exploring how recreation and culture topics can be explored through future training opportunities.	<b>Inclusive, Collaborative, Relevant, Innovative, Resilient</b>	<b>O</b>
Conduct a review of department policies with an equity, diversity, inclusion and reconciliation lens, and work to address gaps and opportunities where feasible.	<b>Inclusive, Relevant, Innovative, Resilient, Sustainable</b>	<b>M</b>
Conduct accessibility audits of recreation and cultural facilities and spaces, identify deficiencies, and work to address deficiencies through maintenance plans where feasible.	<b>Inclusive, Relevant, Innovative, Resilient</b>	<b>M</b>
Conduct environmental impact and efficiency assessments for indoor recreation facilities in Grande Prairie, identifying recommended actions and activities, and pursue grant funding where available to complete retrofits to increase the environmental performance of City facilities.	<b>Stewardship, Innovation, Resilient, Sustainable</b>	<b>L</b>
Develop a strategy for reducing environmental impacts of department operations, including equipment, fleet electrification, waste diversion and minimizing water consumption.	<b>Stewardship, Innovation, Resilient</b>	<b>M</b>
Develop an Event Hosting Strategy to capture the synergies between sport, art, and cultural event hosting.	<b>Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<b>S</b>
Continue to support the hosting of community events that foster inclusion and a sense of belonging.	<b>Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<b>O</b>
Define the desired outcomes of event hosting for the City of Grande Prairie. Consider identifying economic, social, and environmental outcomes for balanced community benefit.	<b>Collaborative, Relevant, Innovative, Resilient, Sustainable</b>	<b>S</b>



## 6 Reviewing the Play

### 6.1 Monitoring and Evaluating Successes

There are various methods to measure the performance of recreation and culture facilities and services. While traditional approaches to measuring success have focused on financial performance and registration and utilization data, these measurements do not capture the full value of parks and recreation. Recreation and culture facilities and services play a significant role in the quality of life of the communities in which they are located and serve. To fully measure the performance of recreation and culture facilities and services, the focus needs to shift from outputs (such as revenue or registration numbers) to broader outcomes such as healthy residents, connected communities and sustainable environments.

While measuring outputs may focus on measurements of activity and efficiency, measuring outcomes focuses on measuring the accomplishment and effectiveness of actions. A shift to measuring outcomes will capture the full benefits of the public good created by the provision of recreation and culture opportunities within Grande Prairie. Measuring outcomes can be a challenging proposition as the units of measurement are often subjective in nature. To overcome this challenge, measurement should focus on a small number of key metrics and focus on change within the community over time versus comparisons with other communities.

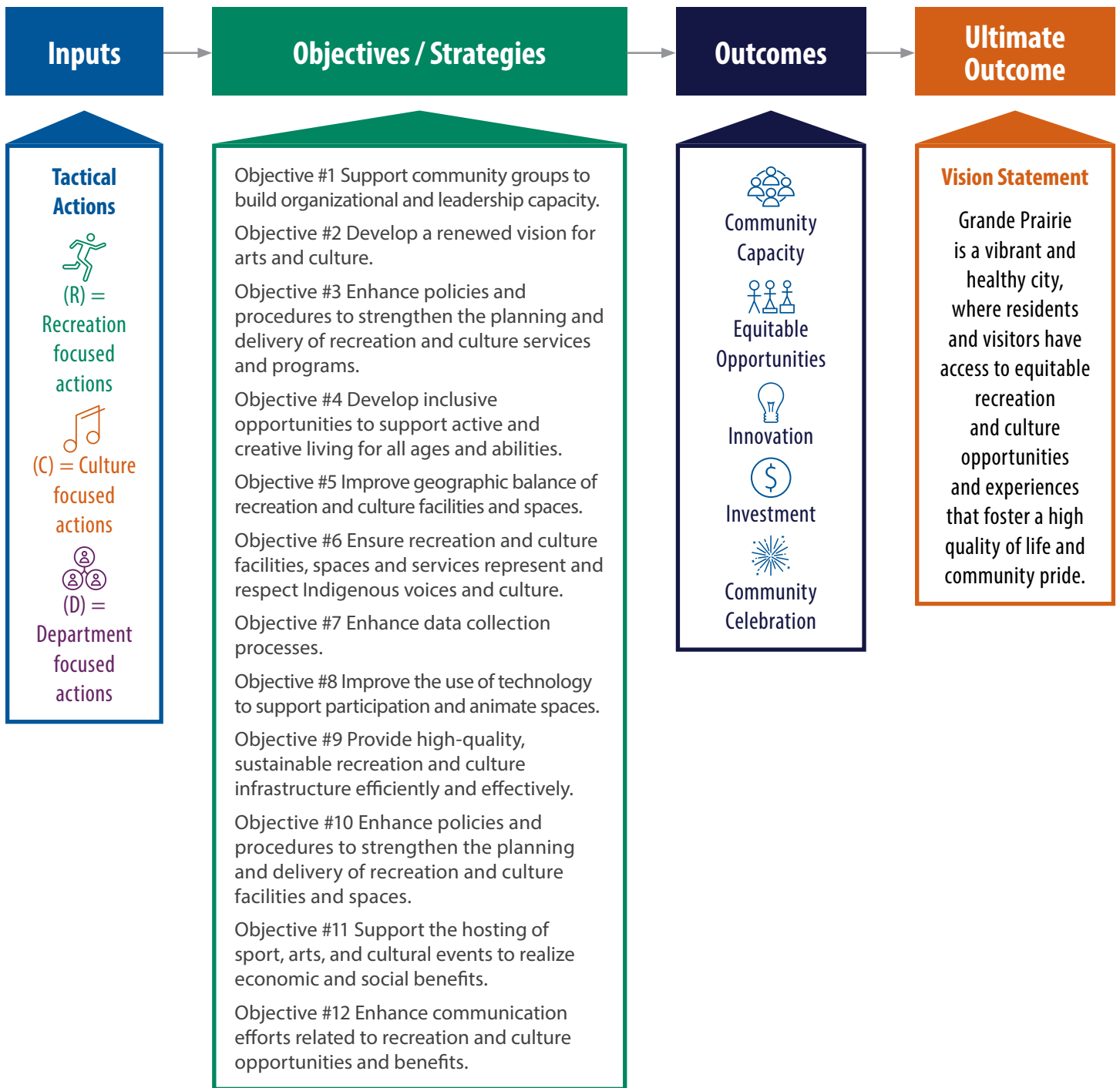
#### Evaluation

Evaluating the implementation of the Recreation and Culture Strategy will be a necessary and important first step in future years to understanding and capturing the benefits investing in recreation and culture conveys to our community and the surrounding region.

To support the efforts of City Administration to engage in the evaluation process, potential metrics for measurement have been identified in the previous section. As well a logic model (Figure 17) has been created. A logic model is a graphic representation of the activities and desired outcomes presented within this Strategy. It is intended to illustrate the desired change that can take place with the implementation of recommended actions.

This logic model is just a first step, City Administration will work to develop a fulsome implementation and evaluation plan to create a structured and accountable approach to assess the efficiency and effectiveness of their efforts.

Figure 17: Logic Model



**Guiding Principles**



# Appendices



# Appendix A: Community and Environmental Lens

The following lens descriptions and corresponding questions support the implementation of the Community Lens Framework (pg. 33). Each lens includes a series of four questions which are meant to support equitable decision making, and the identification of any unintentional barriers to full participation or receiving of benefit from a policy decision, or program / service development. If the answer is yes to all four questions of a relevant lens, Administration should proceed with implementing the action in question. If no or unsure are answered for any question, that would indicate that further research, learning and analysis is required to amend the policy, program or service in question to ensure that all residents of Grande Prairie benefit.

## Equity Lens

As the City of Grande Prairie become more diverse, so too are the needs and aspirations of its residents. It is imperative that the City take action to be deliberately inclusive for all residents and give consideration to equity deserving community members (including racialized individuals, LGBT2Q+) to remove barriers. Equity is treating everyone fairly by acknowledging their unique situation and addressing systemic barriers. The aim of equity is

to ensure that everyone has access to equal results and benefits. Ultimately, everyone benefits when all residents are included and considered. Applying this lens will help guide discussions and evaluations on the fairness of an action by incorporating diverse perspectives. The equity and inclusion lens will help to ensure consistency in decision making and comprehensible efforts in moving equitable and inclusive programming and services forward in the community.

### Questions to Ask:

- Does this policy, program or practice advance a more welcoming culture / environment in Grande Prairie?
- Have the perspectives of at least two equity deserving groups been considered?
- Is this policy, program, or practice accessible of those with mental/cognitive or physical disabilities? (e.g. universal accessibility of facilities, wayfinding signage, etc.)
- Have any equity and inclusion concerns been identified related to this policy, program or practice? (e.g., accessibility, affordability, safety, sexual or gender identity, culture)

## Indigenous Lens

Inequalities between Indigenous and non-Indigenous continue to exist in Canada, including lower levels of education, poorer health conditions, and higher levels of suicide<sup>1</sup>. Acknowledging systemic issues<sup>2</sup> and seeking to mitigate barriers to full participation in sport, recreation and cultural activities is part of Canada's Reconciliation journey as outlined in the Truth and Reconciliation Commission of Canada Calls to Action. This will also be a path to establishing a foundation for collaboration to share traditional knowledge, to include Indigenous worldviews, and to build trust. Applying this lens to the Strategy objectives and actions will help to ensure that the resulting policies, programs, and services are designed and delivered in such a way as to consider and reflect Indigenous perspectives within the Grande Prairie recreation and culture system.

### Questions to Ask:

- Have Indigenous perspectives or worldviews been considered and are reflected in this policy, program, or practice?
- Did analysis or creation of this policy, program or service benefit from engaging Indigenous partners?
- Does this policy, program, or practice help to advance Reconciliation?
- Do Indigenous peoples in Grande Prairie have fair access this program or service? (e.g. transportation, affordability)

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1 <https://www.chrc-ccdp.gc.ca/eng/content/indigenous-peoples>

2 Including, but not limited to, racism, poverty, addictions, food security, and mental illnesses.

## Youth Lens

The City is committed to empowering youth through a number of initiatives, such as Youth Advisory Council, and supporting various programming and services so youth can be physically and creatively active in the pursuit of their choice. Approximately 25% of Grande Prairie's population is under the age of 19. Applying this lens will help to situate actions and decisions with the perspectives of community youth and the unique challenges and barriers they face. Furthermore, as the future generation it is important to take into consideration the needs and aspirations of youth to encourage their engagement within the community.

### Questions to Ask:

- Does this policy, program, or practice promote youth activity and learning?
- Did analysis or creation of this policy, program or service benefit from engaging community youth?
- Does this policy, program, or service support a welcoming civic culture that engages its' young residents? (e.g., opportunities to contribute or collaborate where relevant)
- Do the City's youth have fair access to this program or service? (e.g., transportation, affordability, inclusion)

## Climate Lens

Climate change will dramatically impact the provision of parks and recreation infrastructure, programs, and services in Canadian municipalities. As there is a direct relationship between recreation and the environment. Recreation impacts the natural environment, and the natural environment impacts the provision of recreation. Being mindful of our actions and making decisions to mitigate and adapt to the effects of climate change will provide tangible benefits for residents today and ensure future generations will have access to resources that support a healthy, safe, and connected community. By applying this lens, the City of Grande Prairie can better assess the climate impacts in coming years, encourage behavioral change and help to ensure parks and recreation are resilient to future climate-related disruptions.

### Questions to Ask:

- Have facilities (new construction or rehabilitations) designed and operated in a manner to support community resiliency in times of extreme weather / climate events?
- Can fresh water use be minimized or grey water (e.g. rain water, stormwater runoff) be utilized in the maintenance of facilities and spaces?
- Are support amenities considered in planning to allow residents to recreate in more extreme hot or cold temperatures?
- Does this policy or program consider what infrastructure may be in greater demand because of climate change to ensure future adequate provision?

## New Canadian Lens

The City of Grande Prairie is continuing to attract New Canadians as a vibrant and attractive place to work, play and live. Since 2011 the immigration population in Grande Prairie has more than doubled. This is a trend that is expected to continue and is being seen across Alberta. International immigration added a record 25,026 people to Alberta's population in the second quarter of 2022. This was an increase of 361.8% from the same period in 2021 and marked the first time in history that net international immigration surpassed 20,000 people. As such, the City must consider the unique needs to New Canadians to ensure they feel welcomed and that they not only feel a part of their new community, but also share and contribute to the cultural vibrancy of the city.

### Questions to Ask:

- Does this policy, program, or practice provide opportunities for new residents to be physically or creatively active?
- Did analysis or creation of this policy, program, or service benefit from engaging with New Canadians in Grande Prairie?
- Does this policy, program, or service support a welcoming civic culture that engages new residents? (e.g., opportunities to contribute or collaborate where relevant)
- Do New Canadians in Grande Prairie have fair access this program or service? (e.g., transportation, location, affordability, language)



# Appendix B: Facility Utilization

## Field and Diamond Utilization

The following table illustrates the total available hours for activity participation at City of Grande Prairie sport fields and diamonds.

	Artificial Turf	Natural Grass Turf	Baseball Diamonds
<b># of Weeks / Year</b>	22	20	16
<b>Weekly Hours Available</b>	65	16	51
<b># of Fields Available</b>	2	8	17
<b>Total Available Hours</b>	2,860	2,560	13,872

The field capacity for natural grass turf is based on maximum use from a field maintenance perspective, which considers the field degradation from the various types of activities and the required maintenance for desired turf quality. It does not reflect the operational realities of fields being typically available 8:00am-10:00pm during the summer and weekends in May, June & September.

The artificial turf field and ball diamond capacity assumptions are based on the number of prime activity hours. For artificial turf that was defined as 4:00 pm – 11:00 pm on weekdays and 8:00am – 11:00pm on weekends. For baseball diamonds hours considered were 4:00 pm – 9:00pm on weekdays and 8:00am – 9:00pm on weekends.

	Artificial Turf	Natural Turf	Baseball Diamonds
<b>Total Booked Hours 2022</b>	1,430	1,815	3,350
<b>Bookings Utilization Percentage</b>	50%	71%	24%
<b>Available Capacity 2022 (Hours)</b>	1,430	297	10,522

Analysis indicates that the current inventory of natural turf fields in the City are operating at near capacity, with limited remaining hours. While artificial turf fields and baseball diamonds in the City have available capacity to accommodate additional utilization. It is important to note that this is a high-level analysis, based on data of field and diamond usage from the City bookings system. To support decision making related to sport field and diamond service levels a more in-depth analysis would be required which would examine amenity use trends and patterns throughout a season and across multiple years to account for potential service disruptions.

## Ice Utilization

The following table illustrates the available hours for activity participation during the hockey / typical ice sport season at City of Grande Prairie ice arenas based upon the stated operational hours for 2022.

	Design Works Centre	Dave Barr Community Centre
# of Weeks	34	30
Weekly Hours Available	122	119
# of Ice Sheets Available	2	1
Total Available Hours	8,296	3,570

For this analysis the following operational hour were used:

- Design Works Centre
  - » September to April ice, open from 6:30 am to 12:00 am
- Dave Barr Community Centre
  - » September to March ice, open from 6:00 am to 11:00 pm

	Design Works Centre	Dave Barr Community Centre
Total Booked Hours 2022	6,596	2,296
Bookings Utilization Percentage	80%	64%
Available Capacity 2022 (Hours)	1,700	1,274

This analysis takes into consideration all operational hours, when studying prime-time hours for the two ice arenas the **Design Works Centre ice sheets were at 81% capacity in 2022 and Dave Barr Community Centre was 89% capacity in prime-time hours.**

The Bonnetts Energy Centre ice arena is primarily utilized for events and home to the Grande Prairie Storm (junior hockey team) therefore the capacity would not be calculated in the same manner as Design Works Centre and the Dave Barr Community Centre. It is important to note that 3,318 hours of events were booked in the Bonnetts Energy Arena in 2022.

## Aquatics Utilization

There are many ways to attribute a capacity to a pool. To determine an absolute maximum capacity, the amount of people that can legally fit into an aquatic's enclosure (i.e., per fire code) can be multiplied depending on how often the visitors turn over which could be based on an average visit duration. Another code-related approach that is more specific to aquatics is bather load provided by the Government of Alberta's public health department. It states that the maximum bather load depends on the capacity of the pool's filtration system, specifically two cubic metres of treated water is required for every bather in each 24 hours.

While it is important to operate within the public health standards, it is not realistic to expect a public aquatic facility to reach its maximum potential visits based on building codes, especially since most activity types require adequate space for each participant. Therefore, an alternative approach to determining supply is assessing the 'practical' capacity of a pool.

This method assumes that the number of swims an aquatic facility can practically accommodate depends on the amount of water surface area and water depth. While it makes sense intuitively that a large tank has a higher capacity than a smaller tank, water depth plays an important factor. More people can safely use a shallow tank than a deep tank of the same size, therefore some smaller tanks might have higher capacities than bigger tanks. This type of specialized analysis typically occurs in a more focused study of aquatic facilities.

	Indoor Aquatics	Outdoor Aquatics
<b>Target Operational Efficiency Ratio</b>	1 swim per capita	0.7 swims per capita
<b>Target Service Provision</b>	68,350 swims per year / indoor tank	47,845 swims per year / outdoor tank
<b>Annual Swims 2022</b>	151,000	27,000

In 2022 the outdoor pool accommodated approximately 27,000 swim visits, which would indicate a fair level of utilization with room to accommodate additional resident swims to enhance operational efficiency.

In 2022 the Eastlink Aquatic Centre accommodated approximately 151,000 swim visits, which would indicate the aquatic centre is well utilized. While meeting operational efficiency targets, there is still capacity in the tanks to accommodate additional swims however utilization should be monitored to ensure resident needs are being accommodated.









