

Agenda



Governance & Priorities Committee Agenda
Monday, June 1, 2026 at 5:00 p.m.
Town of Stony Plain Council Chambers
4905 – 51 Avenue

1. **Call to Order**
2. **Adoption of Agenda**
3. **Public Input Session**
4. **Presentations and Delegations – NIL**
5. **Adoption of Committee Minutes**
 - 5.1 Governance & Priorities Committee – May 4, 2026
6. **Business Items**
 - 6.1 Land Management Annual Report 2025
 - 6.2 Poverty Reduction Strategy Update
 - 6.3 Art, Culture, and Heritage Action Plan Update
 - 6.4 Tourism Master Plan Update
7. **Council Discussion**
8. **Closed Meeting – NIL**
9. **Adjournment**

Public Input Session

PUBLIC INPUT SESSION

The intent of the Public Input Session is to allow the public to address Council on matters of interest that are not already being addressed in the Council meeting or other boards and commissions of which Council is a member.

The Public Input Session will run from 5:00 p.m. to 5:15 p.m., following the adoption of the agenda.

It is strongly recommended that people pre-register for this session.

Procedure for Pre-registration

Members of the public wishing to address Council during the Public Input Session may:

- I. register online prior to 12:00 p.m. the day of the Council meeting by filling out the registration form online on the Town of Stony Plain website:
<https://www.stonyplain.com/en/town-hall/address-council.aspx>.



Presentations & Delegations

Adoption of Committee Minutes

**TOWN OF STONY PLAIN
PROVINCE OF ALBERTA
MAY 4, 2026 MINUTES OF THE
GOVERNANCE AND PRIORITIES COMMITTEE MEETING
HELD IN THE TOWN OF STONY PLAIN
COUNCIL CHAMBERS
AT 5:00 PM**

PRESENT:

Mayor:	William Choy
Deputy Mayor:	Justin Laurie
Councillors:	Justin Anderson
	Melanie Loyns
	Miranda Niebergall
	Harold Pawlechko
Chief Administrative Officer:	Tom Goulden
General Manager, Community and Protective Services:	Karl Hill
Acting General Manager, Corporate Services:	Teri Stewart
General Manager, Planning and Infrastructure:	Brett Newstead
General Manager, Strategic Services:	Brenda Otto
Manager, Planning and Development:	Miles Dibble
Legislative Officer:	Christina Michaud
Legislative Clerk:	Jessica Marsden

EXCUSED ABSENCE:

Councillor:	Eric Meyer
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1. CALL TO ORDER

Deputy Mayor Justin Laurie called the May 4, 2026 Governance & Priorities Committee meeting to order at 5:00 p.m.

2. ADOPTION OF AGENDA

Agenda
Adoption
15/05/26/SP

Moved that the May 4, 2026 Governance & Priorities Committee Meeting agenda be adopted as presented.

CARRIED UNANIMOUSLY

3. PUBLIC INPUT SESSION**4. PRESENTATIONS AND DELEGATIONS – NIL****5. ADOPTION OF COMMITTEE MINUTES****5.1 Governance & Priorities Committee Meeting Minutes – April 7, 2026**

Minutes
Adoption
16/05/26/SP

Moved that the April 7, 2026 Governance & Priorities Committee Meeting minutes be accepted as amended:

- Clerical Correction

CARRIED UNANIMOUSLY

6. BUSINESS ITEMS**6.1 Municipal Development Plan and Old Town Community Plan Update**

The Manager of Planning and Development provided an overview of the update.

MDP & OTCP
Update
17/05/26/SP

Moved that the Municipal Development Plan and Old Town
Community Plan Update be accepted for information.

CARRIED UNANIMOUSLY

6.2 2026 First Quarter Report

The General Manager of Strategic Services provided a brief overview of
the report.

2026 1st
Quarter Report
18/05/26/SP

Moved that the 2026 First Quarter Report be accepted for
information.

CARRIED UNANIMOUSLY

Deputy Mayor Justin Laurie called a recess at 6:05 p.m.

Deputy Mayor Justin Laurie called the Governance & Priorities Committee
meeting back to order at 6:14 p.m.

6.3 Recreation Facility Update

The General Manager of Community and Protective Services gave an
overview of the update.

Rec. Facility
Update
19/05/26/SP

Moved that the Recreation Facility Update be accepted for
information.

CARRIED UNANIMOUSLY

6.4 Active Transportation Strategy Update

The Manager of Planning and Development provided an overview of the
update.

Active
Transportation
Strat Update
20/05/26/SP

Moved that the Active Transportation Strategy Update be
accepted for information.

CARRIED UNANIMOUSLY

7. **COUNCIL DISCUSSION**

8. **CLOSED SESSION – NIL**

9. **ADJOURNMENT**

Deputy Mayor Justin Laurie declared the May 4, 2026 Governance &
Priorities Committee meeting adjourned at 7:33 p.m.

Deputy Mayor Justin Laurie

Ann Laing
General Manager, Corporate Services

END OF ITEM



Business Items



**REQUEST FOR DECISION
PUBLIC SESSION**

GOVERNANCE & PRIORITIES COMMITTEE MEETING

MEETING DATE: June 1, 2026

SUBJECT: Land Management Annual Report 2025

EXECUTIVE SUMMARY

The Town’s Land Management Policy C-CAO-059 requires Administration to present an annual summary of the following information:

- current surplus land holdings with any additional identified lands recommended to be declared surplus;
- projected land requirements; and
- land transactions.

The information below provides the annual update on the Town owned land inventory, detailing the changes that took place throughout 2025.

RECOMMENDTION

That the Land Management Annual Report 2025 be accepted for information.

BACKGROUND

Regular review of Town owned property maintains an understanding of what property is owned by the Town and how it is managed, ensures databases are up to date to evaluate current and future needs, and can be used to inform future land changes and recommendations. Reporting this information ensures a transparent, accountable, and fair approach to land transactions and management of Town land.

Overview of Town Land Holdings

At the end of 2025, the Town owned land inventory was comprised of 397 lots that contained approximately 395.5 hectares of land. The most prominent lot designation type continues to be “Public Utility Lot”, accounting for 46.1% of the Town owned lots, while lots designated as “No Designation” accounted for the largest area, accounting for 57.3% of the 395.5 hectares. The Town had an overall inventory increase of 3 lots totaling 5.93 hectares in 2025.

Lot Designation	Number of Lots	Percentage of Total Lots (%)	Approximate Area (hectares)	Percentage of Total Area (%)
Environmental Reserve	15	3.8%	35.2	8.9%
Municipal Reserve	116	29.2%	57.2	14.5%
No Designation	51	12.8%	226.5	57.3%
Public Utility Lot	183	46.1%	60.6	15.3%
Reserve	32	8.1%	15.9	4.0%
Grand Total	397	100.0%	395.5	100.0%

Lot designations define the constraints or limitations associated with the property use. No Designation indicates that no constraints or limitations were placed on the property at the time of subdivision or transfer to the Town.

Surplus Land

In 2023 Council declared 4801 52 Avenue surplus vacant land and currently the 0.047 hectare lot is being marketed for sale. At this time, this is the only surplus parcel of Town land.

Projected Land Requirements

Anticipated changes throughout 2026 include:

- lot line adjustments and the addition of municipal reserve, public utility, or fee simple lots related to subdivision registrations;
- transfer of the former Stony Plain Central school site in Old Town South from Parkland School Division to the Town, which took place in February 2026; and
- transfer of land in Old Town South to Conseil Scolaire Centre Nord for proposed permanent K-12 school is anticipated once school construction is approved by the Government of Alberta.

Land Transactions

In 2025 the Town land transactions included the acquisition of four new lots - one Municipal Reserve Lot, one Public Utility Lot, and two Environmental Reserve Lots. A net total of 5.93 hectares was added to the inventory. The details of these include the following:

- Municipal Reserve - Acquired one Municipal Reserve lot in Willow Park as part of the Willow Park Stage 10A subdivision.
- Public Utility - Acquired one Public Utility Lot in Westerra as part of the Westerra Stage 18 subdivision.
- Environmental Reserve – Acquired two Environmental Reserve Lots:
 - One in the Border Area Structure Plan area as part of the Border Paving subdivision; and
 - One in Westerra as part of the Westerra Stage 18 subdivision.

The Town disposed of 0.5 hectares of No Designation land in 2025 through the sale of Forest Green Plaza.

Relevant Statutes/Master Plans/Documents

Land Management Policy C-CAO-059

STRATEGIC ALIGNMENT & KEY ACTIONS

Stony Plain Strategic Plan 2026-2029:

- Embrace fiscal responsibility, priority investment, and performance measurement, linking our strategic vision and decision-making processes
- Strengthen the vibrancy of our downtown area with the maintenance and development of Town owned properties

COMMUNICATION

This item will be included in the Council Highlights news release. The Town Owned Land dataset has been updated and presented spatially on the Town website: [Town Owned Land Map](#)

Prepared by: Caitlyn McDonald, Planner

Reviewed by: Brenda Otto, General Manager, Strategic Services

Approved by: Tom Goulden, Chief Administrative Officer

END OF ITEM



**REQUEST FOR DECISION
PUBLIC SESSION****GOVERNANCE & PRIORITIES COMMITTEE MEETING****MEETING DATE:** June 1, 2026**SUBJECT:** Poverty Reduction Strategy Update

EXECUTIVE SUMMARY

Poverty affects 1 in 7 residents in Stony Plain, impacting the entire community. Guided by four principles and 16 key priorities, the Town's poverty reduction strategy calls for collaboration across government, organizations, and the community. The ultimate goal: a community where everyone has a safe home and the opportunity to thrive.

RECOMMENDATION

That the Poverty Reduction Strategy Update be accepted for information.

BACKGROUND

In 2014, the Town of Stony Plain began addressing local poverty and homelessness through a community needs assessment that identified key barriers, contributing factors, and at-risk populations. Building on this work, a community action plan was developed in 2017 through community engagement, research, and best practice review. Progress updates were later shared through the 2019 Impact Report, while the Tri-Region Short-Term Non-Market Housing Study and the Town of Stony Plain Housing Strategy, both released in 2022, emphasized the need for affordable, safe, and suitable housing options in Stony Plain. The Stony Plain Poverty Strategy was also released in 2022, followed by Impact Reports highlighting progress made in 2024 and 2025. Work to reduce poverty in Stony Plain continues to evolve through ongoing research, community feedback, and regional collaboration.

Relevant Statutes/Master Plans/Documents

Strategic Plan 2026-2029

Corporate Plan 2026-2028

STRATEGIC ALIGNMENT & KEY ACTIONS

Stony Plain Strategic Plan 2026-2029:

- Deepen inclusion and social cohesion across the community with programs and supports to improve mental wellness, healthy relationships, volunteerism, and reduce poverty
- Open, accessible, and direct communication between Council and residents, local businesses, organizations, and stakeholders to enhance the understanding of issues, perspective, and solutions.
- Encourage innovative and diverse housing options that will support a wide range of residential needs

COMMUNICATION

This item will be included in the Council Highlights news release.

ATTACHMENTS

1. 2025 Stony Plain Poverty Reduction Impact Report
2. 2025 Tri-Municipal Region Housing and Service Needs Estimate Report
3. 2025 Tri-Municipal Region Infographic
4. 2024 Stony Plain Poverty Strategy Plan at a Glance
5. Presentation

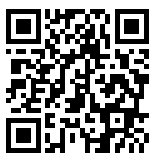
Prepared by: Sharida Csillag, Community Development Officer
Reviewed by: Lisa Gilchrist, General Manager, Community and Social Development
Approved by: Tom Goulden, Chief Administrative Officer

TOWN OF STONY PLAIN COMMUNITY AND SOCIAL DEVELOPMENT

2025 IMPACT REPORT

POVERTY REDUCTION

Building a Safe, Caring & Responsive Community



This report highlights ongoing efforts to reduce poverty in Stony Plain and the Tri-Municipal region. It explores changes in poverty over time, examines impacts within the community, and showcases progress made over the past year.



Is **poverty** increasing in Stony Plain?

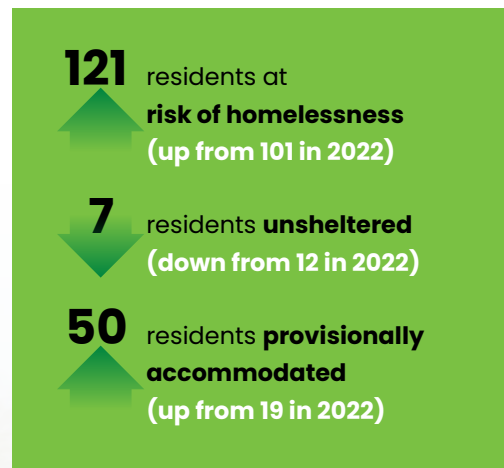
This is difficult to answer. Poverty is complex and not easy to measure. Some indicators are worsening, while others are improving. The most accurate understanding comes from the lived experiences of people in the community.

Canada's official measure of poverty is the Market Basket Measure (MBM). It calculates the cost of a specific basket of goods and services needed to support a modest, basic standard of living for a family of four. The MBM was last updated in 2023. In Stony Plain, that amount is \$53,255 for a family of four.

Another important indicator is the Living Wage, which reflects the hourly wage required to meet basic living costs in the community. In 2025, Stony Plain's Living Wage increased to \$24.30 per hour for full-time work—an increase of \$2.00 from 2024. While this does not indicate how many residents are living in poverty, it does show that the cost of living continues to rise.

Local data also provides insight. In 2025, 1229 Stony Plain residents accessed the food bank, compared to 1448 in 2024—a decrease of 219 individuals. However, the total number of food hampers distributed increased from 8066 to 8367. This suggests that while fewer individuals accessed services, those who did may have required more support.

Housing data further highlights ongoing challenges. The **2025 Tri-Region Housing and Service Needs Estimate** identified:

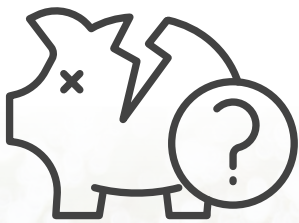


Overall in 2025, **379 residents were identified as housing insecure** when the additional adults and children are factored in, compared to 275 in 2022. The next estimate will be completed in 2027.

Together, these indicators show a mixed picture. While some measures suggest modest improvement, others point to deeper and growing needs within the community.

Poverty snapshot

These numbers only tell part of the story. Behind every statistic is a person—a neighbour, a friend, a family member—facing real challenges that impact our entire community.

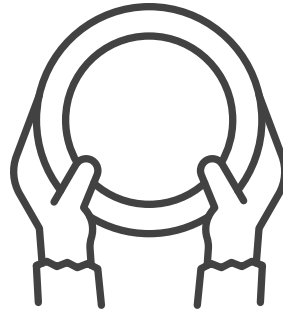


INCOME INSECURITY

\$54,480 Poverty line
(minimum income required to cover basic living needs, family of four)

\$24.30 Living wage

Canada Statistics Census Data 2021 (Market Basket Measure for Alberta urban region less than 30,000); Alberta Living Wage Network Data 2025



FOOD INSECURITY

1229 Residents had to use the food bank - often more than once

155 of the above are employed and yet still can't afford food

Parkland Food Bank, 2025



HOUSING INSECURITY

121 Stony Plain residents identified as 'at risk' of homelessness

7 are unsheltered

TriRegion Housing and Service Needs Estimate, 2025 (unofficial)

IMPACTS 2025

Building on the foundation set by the 2022 Stony Plain Poverty Reduction Strategy, our community has continued to take practical steps toward reducing poverty. This report reflects the work, achievements, and learning from the past year across Stony Plain and the Tri-Municipal region.

Collaboration

Poverty affects all of us and it requires that all of us— public, private, non-profit organizations, and individuals—come together to address it.

MAKING AN IMPACT!

Housing and Service Needs Estimate

In October 2025, the Town of Stony Plain partnered with the City of Spruce Grove, Parkland County, and Rural Development Network on a regional initiative to better understand local housing and service needs and inform community planning. With the support of 10 additional community organizations, the project engaged 548 people with lived experience—demonstrating the power of collaboration to raise awareness of homelessness, housing insecurity, and poverty, and to strengthen coordinated community responses.



A CIRCLE OF SUPPORT

After receiving the WestView Primary Care Network Community Connector’s contact information through their school, a Stony Plain youth reached out for support while facing challenges related to mental health, food insecurity, and housing instability.

With the youth’s consent, the Community Connector worked alongside school staff and local partners to coordinate a timely, wrap-around response. The youth was connected to the Stony Plain Youth Centre, where they accessed food, clothing, and a safe, welcoming space. These immediate supports reduced barriers and created stability during a critical time.

The youth’s family was supportive of them accessing services and receiving help, and also connected with a social worker for additional family support. While the family relationship has experienced strain, these supports are helping to strengthen communication and rebuild connection.

Community partners collaborated to further strengthen the circle of support, including transportation assistance and outreach services to ensure consistent access to care and programming. By working together and building on the youth’s existing strengths, the community helped stabilize their situation, reduce vulnerability, and reinforce a sense of belonging and connection.

Story provided by WestView Primary Care Network, Youth Connectors



ALSO IN COLLABORATION:

Pathways of Poverty Regional Event

The Tri Municipal Region came together with multiple community partners to host 107 participants for a Poverty Awareness Month community event to explore different paths of poverty and gain a better understanding of poverty and local resources.



Regional Housing Program

A collaboration of the Town of Stony Plain and the City of Spruce Grove supported 20 Stony Plain residents to gain stable housing with \$16,937 in financial support. The program is funded by the Government of Canada's Reaching Home: Canada's Homelessness Strategy, which is administered by the Rural Development Network for Rural and Remote Alberta.

2025 Pathways of Poverty Actor team



Dignity

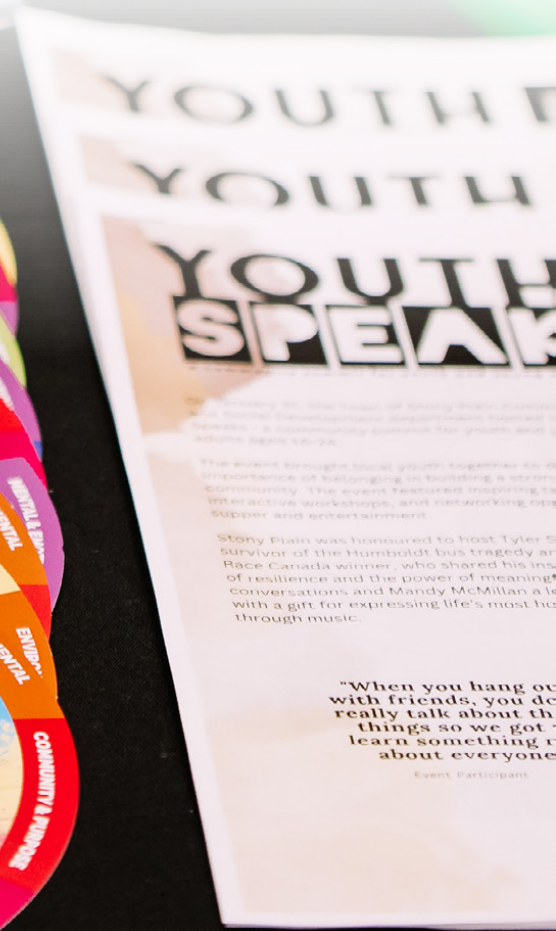
Addressing poverty requires more than giving people things they need to survive; it requires establishing a system that ensures all people have the capacity to meet their basic needs with dignity.

MAKING AN IMPACT!

Youth Wellness Wheel

The Youth Wellness Wheels are designed to support young people in accessing the right supports at the right time. Grounded in the eight domains of wellness, the Wheels guide youth through reflective prompting questions that help them explore different areas of their lives and recognize where additional support may be beneficial.

In addition to supporting self-reflection, the Wheels offer practical, youth-friendly language to help young people clearly express their needs and ask for help with confidence. They also include a list of local supports and services, as well as contact information for immediate crisis support when needed, helping ensure youth feel supported, informed, and connected.





ALSO UNDER DIGNITY:

NeighbourLink Parkland helped 97 Stony Plain residents with financial aid, food hampers, or gently used furniture. Volunteers drove over 279 kilometres to support food bank access. They also gave 201 Help Closet items, including toiletries, hygiene products, clothing, and emergency food.

Parkland Food Bank served 1229 Stony Plain residents, 12 of them were first time clients. Each intake includes extensive screening which supplies information and referral to further support residents to get the supports they need.

Community Volunteer Income Tax Program (CVITP), in partnership with the Canada Revenue Agency (CRA), provided vital support to 333 residents with modest income to bring nearly \$72,052 back into the community. This program ensured that eligible individuals received or continued to receive their entitled benefit payments.

Community Pantry, a program of the Rotary Club of Spruce Grove Community Partners Society, provided 10,725 lunches to Stony Plain children attending school within the Parkland School Division.

Alberta Parenting for the Future youth program provided frozen meals to 775 families (2940 individuals), including 305 Stony Plain families (39%).

The Alberta Parenting for the Future Association food rescue program provided 11,692kg of fresh food and bread to 775 families (2940 unique individuals), including 305 Stony Plain families. In addition, their Youth “Stir It Up” program provided an additional 1200 individual frozen meals.



Opportunity

While meeting basic needs is essential, people also deserve opportunities for health, education, recreation, and meaningful connection and belonging.



MAKING AN IMPACT!

From Transience to Belonging

After nearly a year of living transient, a community member reached out to the Town of Stony Plain Community Connector for support with housing, health, and financial needs. They were exhausted and discouraged, feeling their calls for help had gone unanswered, and feared they might have to leave the community altogether to access the resources they needed.

With persistence and compassion, the Community Connector worked alongside them to secure safe and appropriate housing, ensuring their basic needs were finally met. They were also connected to health supports that promoted their well-being and introduced to a local faith group that offered encouragement and belonging.

Through these connections, the resident not only found stability but also began to feel truly supported by their community.

Story provided by the Town of Stony Plain Community Connector



ALSO IN OPPORTUNITIES:

Wishing You Wellness

Through subsidized Wishing You Wellness recreation passes, 214 individuals (44 from Stony Plain) have built healthier community connections and long-term wellness habits, representing a total investment of \$37,671.03 in physical and mental well-being across the Tri Municipal Region.

KidSport Parkland

\$19,161.95 in fees have been provided to help cover the costs of registration removing barriers so that 58 kids in Stony Plain could enjoy a season of sports.

Community Connections

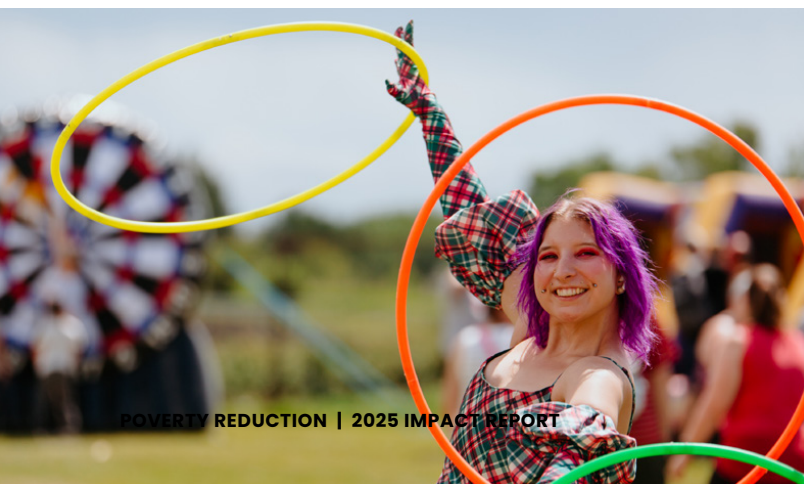
The Town of Stony Plain helped individuals foster opportunities for connection and enhanced feelings of belonging through free community events, including: Family Fest (4000), Canada Day (5000), Summer Sessions (5747), Mid-Summer Thursdays (3500), Willy Wonka Summer Movie Experience (attracting 300 participants), and Cultural Campfires (including 310 participants), Halloween event (4000 individuals) and Christmas Lightup (4000).

Town of Stony Plain Community and Social

Development Department supported 7327 residents (up from 5282 in 2024) with 102 programs (up from 87 in 2024) and events to connect, build and strengthen community. Of these, 1694 (up from 1639 in 2024) residents were helped to feel a greater sense of belonging, 2017 (up from 1172) have a better understand of community and social needs and challenges, 1190 (up from 388) have greater understanding of resources in our community, 352 are better at handling life challenges, and 1667 feel more supported in community. 94% of those surveyed shared positive outcomes from their participation.

Town of Stony Plain Public Library

eliminated late fees in 2025, making borrowing easier. More families are using the library, and parents feel comfortable getting books for their children. This change has improved access to learning and leisure for all residents.



Resilience

Building strength and capabilities of community to positively deal with the complexities of life will help to break the inter-generational cycle of poverty and prevent further people from falling into poverty.

MAKING AN IMPACT!

Strengthening the first five years

This year marked the first *Little Year, Big Impact* gathering in Stony Plain, bringing together nine early childhood educators to connect, share insights, and reflect on the state of the early years. The discussion highlighted a key message: the first five years shape lifelong wellbeing, with 90% of brain development occurring before age five. Strong early childhood supports build healthier children, more resilient communities, and in time relieve pressures on social and justice systems.

The event also strengthened community capacity by creating space for educators to learn from one another, discuss challenges, and deepen their shared understanding of how to support families through life's complexities. These insights help build resilience and contribute to preventing hardship and breaking cycles of inter-generational poverty.

Participants expressed interest in making this an annual gathering to support professional development, raise awareness of the importance of the early years, and bring attention to the challenges within the childcare sector.

STABILIZING TODAY, STRENGTHENING TOMORROW

A single parent raising a youth with complex needs had long relied on extended family for support, especially to maintain safe housing. While managing personal health challenges and the demands of caregiving, they remained focused on creating a stable future for their child.

The path to independence was not easy. Financial barriers and limited housing options made the goal feel out of reach at times. But with determination and persistence, they navigated complex systems, advocated for their family's needs, and accessed community programs designed to support long-term stability.

There were setbacks along the way, but they continued moving forward—building the knowledge, confidence, and skills needed to secure stable housing. With support from the Regional Housing Program, they were eventually able to move into their own apartment.

Having a place to call home provided more than housing. It strengthened their ability to care for their family, remain connected to their community, and build a stable foundation for the future. This journey reflects how resilience, combined with the right supports, can help families overcome complex challenges and move toward lasting stability.

*Story provided by the Town of Stony Plain
Community Connector*

ALSO IN RESILIENCE:

Strengthening Residents

Since 1994, Parkland Turning Points Society has worked to break cycles of family violence and abuse, supporting families across Stony Plain with counselling and programs for women, men, couples, and families. In 2025, 82 Stony Plain residents (46 women, 36 men) received support to address personal challenges and strengthen relationships.

Grounded in the belief that everyone deserves to live free from fear and feel seen, heard, and supported, staff walk beside clients to build healthier ways of relating and creating stable, hopeful homes.

Among women, 81% improved their understanding of the cycle of abuse and 47% strengthened healthy communication skills. Among men, 91% showed increased personal accountability and 89% reduced behavioral aggression—demonstrating that meaningful change is possible when people have the space to heal.

By supporting the growth and healing of men and women, this work strengthens families at their foundation, creating safer homes for children and a future of thriving families in Stony Plain.

Building Life Skills

TriCALA has supported lifelong learning in the Tri-Region for more than 40 years. This work directly contributes to poverty reduction by improving access to learning and creating pathways to employment, education, and community connection. TriCALA's programs are barrier-free, inclusive, and often subsidized, making learning accessible for everyone. In the past year, TriCALA offered 205 programs, engaging 115 residents from Stony Plain.



Building Strong, Resilient Families

In 2025, Alberta Parenting for the Future Association supported 395 Stony Plain families through direct programming in early learning and care, parent education, and youth supports. The Home Visitation program reached 53 families, promoting healthy child development by supporting parents and caregivers in the home and their Youth "Stir It Up" program helped youth build confidence across social, emotional, and physical areas.

Supporting Youth Mental Health

The partnership between WestView Primary Care Network and Parkland School Division remained strong and active in 2025, continuing to provide in-school mental health clinics at local high schools. This collaboration helps ensure students can access care in a familiar setting, reducing barriers to academic success and future employment. Over the course of the year, 23 students accessed services through this partnership, reflecting consistent utilization and an ongoing need for accessible, school-based mental health supports.



MAKING AN IMPACT!

Primary Care Network's Vulnerable Person Clinic

At WestView Primary Care Network, our motto, "a healthy medical home for all," guides everything we do. The Vulnerable Person (VP) Clinic reflects this commitment by supporting people who face barriers to accessing healthcare.

The VP Clinic extends WestView's Virtual Care Clinic by offering virtual appointments with a Nurse Practitioner every Wednesday afternoon at the Spruce Grove Public Library, with additional outreach to encampments or temporary living sites when needed.

The clinic supported 57 residents from across the Tri-Municipal region in 2025. While the exact residence of individual clients is not available due to the nature of the clinic and the populations it serves, its flexible outreach model allows care to be delivered in ways that reduce barriers and meet patients where they are. Given that unsheltered residents both live in and regularly access services across the region, the clinic plays an important role in supporting the health and well-being of people within Stony Plain..

By helping patients attend appointments, use technology, and connect to income, housing, and community supports, the VP Clinic improves access to care and supports better health outcomes for vulnerable community members.

Submitted by WestView Primary Care Network

Poverty reduction work cannot be done alone.

Many community partners and community members work on addressing poverty in our community. Thank you to all the contributions of shared data and stories provided in this report. If you would like to be included in a future publication, send your highlights to connect@stonyplain.com.

THANK YOU TO COMMUNITY



A misty forest landscape with evergreen and deciduous trees in autumn colors. The scene is hazy with soft light filtering through the trees, creating a serene and atmospheric setting. The trees are densely packed, and the mist is thick, particularly in the middle ground.

Tri-Municipal Region

2025 Alberta Provincial
Estimations and Service Needs

Community Report



Prepared By:
Rural Development Network
(780)-964-2736
11443 - 143 Street, NW
Edmonton, AB



We Thank You.

This report and the information within were made possible through the efforts of many dedicated individuals and groups. First and foremost, we would like to thank the residents of the Tri-Municipal Region for sharing their experiences and insights about housing and service needs in the community. We appreciate your time, effort, and knowledge! Additionally, we want to thank the front-line staff at participating service provider locations for their support, dedication, and commitment to this project:

- City of Spruce Grove
- Town of Stony Plain
- Parkland County
- WestView PCN
- Parkland Food Bank
- Bredin Institute
- Parkland Pregnancy Support Centre
- Neighbourlink Parkland
- Turning Points
- Alberta Parenting for the Future Association



This project is funded in part by the Government of Canada's Reaching Home: Canada's Homelessness Strategy



About this Report

In 2025, the Rural Development Network (RDN) partnered with 19 organizations representing 64 communities across Alberta to conduct the fourth iteration of a province-wide Housing and Service Needs Estimation.

This report outlines the Tri-Municipal Region's results within the provincial estimation, highlighting the number of residents who are housing insecure and their experiences with housing insecurity. This report is complemented by the Alberta Provincial Report, which highlights the combined results of all 64 communities across the province.

This report is intended to support decision-making across organizations, funders, and government around housing insecurity by providing reliable and up-to-date data on housing and service needs in the Tri-Municipal Region. It can also be used in the community for program planning and advocacy purposes related to housing insecurity, housing stock, and service needs.

Contact info@ruraldevelopment.ca for more information on Housing and Service Needs Estimations.

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Definitions: What Does “Homelessness” Mean?

Homelessness

According to the Canadian Observatory on Homelessness (Gaetz et al., 2012), homelessness is the situation of an individual, family, or community without stable, safe, permanent, appropriate housing, or the immediate prospect, means, and ability to acquire it. It is the result of systemic or societal barriers, domestic violence, a lack of affordable and appropriate housing, the individual/household’s financial, mental, cognitive, behavioural, or physical challenges, and/or racism and discrimination.

Further, Indigenous homelessness, more recently termed “houselessness,” considers the traumas imposed on Indigenous Peoples through colonialism. Indigenous houselessness is not only defined as lacking a structure of habitation; rather, it is more fully described and understood through a composite lens of Indigenous worldviews, including: “individuals, families, and communities isolated from their relationships to land, water, place, family, kin, each other, animals, cultures, languages, and identities” (Thistle, 2017).

Most people do not choose to be homeless, and the experience is generally negative, unpleasant and stressful. The national definition of homelessness notes that individuals who become homeless experience a range of physical living situations, including:

Unsheltered: Absolutely homeless, living on the streets or in places not intended for human habitation (e.g. living on sidewalks, squares, parks, vehicles, garages, etc.).

Emergency Sheltered: People who are staying in overnight shelters due to homelessness as well as those staying in shelters due to family violence.

Provisionally Accommodated: People with an accommodation that is temporary or that lacks security for tenure (e.g. couch-surfing, living in transitional housing, living in abandoned buildings, living in places unfit for human habitation, people who are housed seasonally, people in domestic violence situations, etc.).

At Risk of Homelessness: People who are not yet homeless but whose current economic and/or housing situation is precarious or does not meet public health and safety standards (e.g. people who are one rent payment missed from eviction, people whose housing may be condemned for health, by-law, or safety violations, etc.).

(Canadian Observatory on Homelessness, 2012).

In this report, we will use “housing insecure.” The term will be used to encompass the entire spectrum of homelessness, including unsheltered, emergency sheltered, provisionally accommodated, and at risk of homelessness, as well as those experiencing Indigenous houselessness.



Introduction



Housing insecurity is a continued and increasing concern in rural, remote, and Indigenous communities across Alberta and the entire country. When it comes to housing insecurity, the urban experience tends to dominate the conversation, mainly due to the visibility of unsheltered individuals experiencing housing insecurity in urban centres. The issue of housing insecurity in rural and remote areas is far less understood and acknowledged because of its hidden nature. Recent data suggests that rural homelessness is prevalent at rates equivalent to or greater than urban per capita rates (Schiff et al., 2022).

In 2023, the Alberta Provincial Housing and Service Needs Estimation identified 2,429 survey respondents as experiencing housing insecurity. An additional 2,354 dependents under 18 and 2,537 adults reported living with housing insecure survey respondents, meaning there were at least 7,320 community members experiencing housing insecurity across the 21 participating communities in rural and remote Alberta (Rural Development Network, 2023). While some housing insecure respondents had experiences of being unsheltered or emergency-sheltered, the majority of housing insecure respondents were provisionally accommodated or at risk of homelessness, further speaking to the issue of visibility, or rather invisibility, of housing insecurity in rural and remote communities.

As rural, remote, and Indigenous communities continue to experience growth amidst a national housing and affordability crisis, it has become more apparent than ever that more evidence is required to support decision-making on housing insecurity, housing stock, and services across the province.

Recognizing this, RDN conducted the 2025 Alberta Provincial Housing and Service Needs Estimation with 19 organizations representing roughly 64 rural, remote, and Indigenous communities across Alberta in an attempt to better understand what housing insecurity looks like in each community and across the rural provincial landscape. Specifically, the purpose of this estimation is to:

1. Provide a comprehensive picture of housing insecurity in the Tri-Municipal Region and across Alberta, including demographic information on who is experiencing housing insecurity and details on service use and gaps.
2. Help inform service providers and municipal, provincial, and federal policies, practices, and funding decisions on housing insecurity, housing stock, and support services.
3. Develop recommendations and next steps for service providers and all levels of government to address housing insecurity in the Tri-Municipal Region and across Alberta.
4. Elevate and incorporate the voices of people experiencing housing insecurity in local, provincial, and federal responses to housing insecurity.

This is the fourth iteration of the Alberta Provincial Housing and Service Needs Estimation. It was also conducted in 2018, 2020, and 2023, with 20, 24, and 21 communities, respectively. Table 1 details the Tri-Municipal Region's participation in previous Provincial and custom Housing and Service Needs Estimations.

Table 1: Past Participation in Provincial Estimations

	Total # of Respondents	# of Housing Insecure Respondents	# of Housing Insecure Dependents and Additional Adults	Total # of Housing Insecure Community Members
2018	264	142	265	407
2020	359	197	435	632
2022 (custom)	428	396	737	1,133



Methodology



The methodology employed in this Housing and Service Needs Estimation comes from the Step-by-Step Guide to Estimating Rural, Remote, and Indigenous Homelessness, published by the Rural Development Network (2022). RDN initially developed the Step-by-Step Guide due to the lack of available, accurate, and current data on rural housing insecurity. A lack of data limits the ability of rural communities like the Tri-Municipal Region to advocate for better resources for their residents.

The guide is unique in that it tackles the issue of housing insecurity and homelessness from a rural perspective. It recognizes the difficulties of conducting standard Point-in-Time (PiT) counts in rural and remote areas and instead uses a service-based population estimation approach, which allows for anyone, including small nonprofits and local front-line agencies, to gather data on gaps in local housing and service needs without adding additional strain to workloads and organizational capacities.

Please note: *As with a PiT count, this estimation is an undercount and represents only those individuals identified during the four-week period. The number of people experiencing housing insecurity is greater than presented in this report.*

Following the model proposed in the Step-by-Step Guide, RDN worked with communities and academics across Canada to develop a survey that reflected the contexts of rural and remote communities. The survey was developed following the definitions of homelessness proposed by the Canadian Observatory on Homelessness and adopted by the federal government. However, the survey itself was advertised as a Housing and Service Needs survey. This is a result of feedback from multiple service providers who are committed to minimizing the stigma associated with homelessness, which could cause distress to their clients. By reframing the language of the survey, service providers were able to encourage all clients to participate, instead of targeting specific individuals.

To further minimize stigma throughout the survey, rather than asking respondents to identify themselves as homeless or housing insecure, they were asked whether they considered their living conditions secure or insecure and to indicate scenarios in a “select all that apply” question that determined their objective housing situation. Based on responses to the latter survey question, along with subsequent data analysis, RDN was able to determine which respondents were housing insecure. As shown in the results below, some individuals who did not consider themselves housing insecure qualify as such based on the national definitions of homelessness.

The same survey was used across all communities participating in the 2025 Alberta Provincial Housing and Service Needs Estimation project, with one exception: each community’s survey was customized to meet their location parameters. Figure 1 showcases the Tri-Municipal Region’s location parameters.

Figure 1: The Tri-Municipal Region’s Location Question on Survey
Q2. Where do you currently live (or which community do you live closest to)?

- Stony Plain
- Spruce Grove
- Parkland County
- Other: _____

RDN worked with the Tri-Municipal Region to develop a survey administration process to ensure the greatest participation level possible. For the Tri-Municipal Region, surveys were advertised at service provider locations and online as an open SurveyMonkey link across the community. Surveys were available through these locations and online for a period of four weeks, from October 1 to October 31, 2025.

Before the survey period began, RDN conducted orientation and training sessions with staff from participating agencies. During the training, emphasis was placed on clarifying survey terms, ensuring respondents’ confidentiality and privacy, and securing participants’ informed consent. During each training session, resources were provided to staff to improve their understanding of the project and increase comfort in administering the survey. Training and resources also included the various ways to administer the survey in an open, non-intrusive manner, prioritizing the individual's reasons for visiting the agency before offering the survey.

Important to note about the survey: to ensure the trust and anonymity of participants, each respondent was asked to give consent at the beginning of the survey and create a unique identifier. The unique identifier allowed RDN to maintain the integrity of the data without knowing respondent identities. The unique identifier was a combination of letters and numbers from a participant's name and birthdate.

Figure 2: Unique Identifier Question on Survey

Q1. Anonymous Unique Identifier (ex. John Smith, born on 15th November 1964)

H	N	What are the last two letters of your FIRST name?
T	H	What are the last two letters of your LAST name?
1	5	What is the DAY you were born?
6	4	What are the last two numbers of the YEAR you were born?

The Tri-Municipal Region collected 551 survey responses during the four weeks. Of the 551 surveys, 114 were excluded. Surveys were deemed unsuitable and excluded for one or more of the following reasons:

1. Survey respondent(s) declined to give consent.
2. Survey respondent(s) declined to provide the unique identifier or provided improper unique identifier information (e.g., characters instead of numbers, etc.).
3. Survey respondent(s) submitted multiple surveys (determined based on unique identifier(s)).
4. Survey respondent(s) indicated they were located outside of community boundaries.
5. Survey respondent(s) did not complete enough questions to determine housing stability (e.g., abandoned the survey).

Based on this, 437 were deemed suitable for further analysis and will be the focus of the results outlined below.

Limitations

Despite our best attempts to reduce stigma and increase the accessibility of the survey, not all clients who were offered a survey chose to participate. Additionally, staff at participating service providers were informed that participants under 14 years old required guardian consent to participate in the survey. We recognize that this is inherently problematic and exclusionary, as most youth experiencing homelessness would not have a guardian to provide consent. However, to maintain survey ethics, this requirement complies with the Alberta College of Social Workers' Standards of Practice.

Additionally, the data does not represent the Tri-Municipal Region as a whole; rather, it represents only those who accessed services in the region during the four-week enumeration period.

As a result, there remains some people experiencing housing insecurity in the Tri-Municipal Region whose voices were not captured in this project. Therefore, while the trends and highlights discussed in this report are informative, it is always important to remember that this report presents a conservative picture of the housing and services needs in the Tri-Municipal Region.



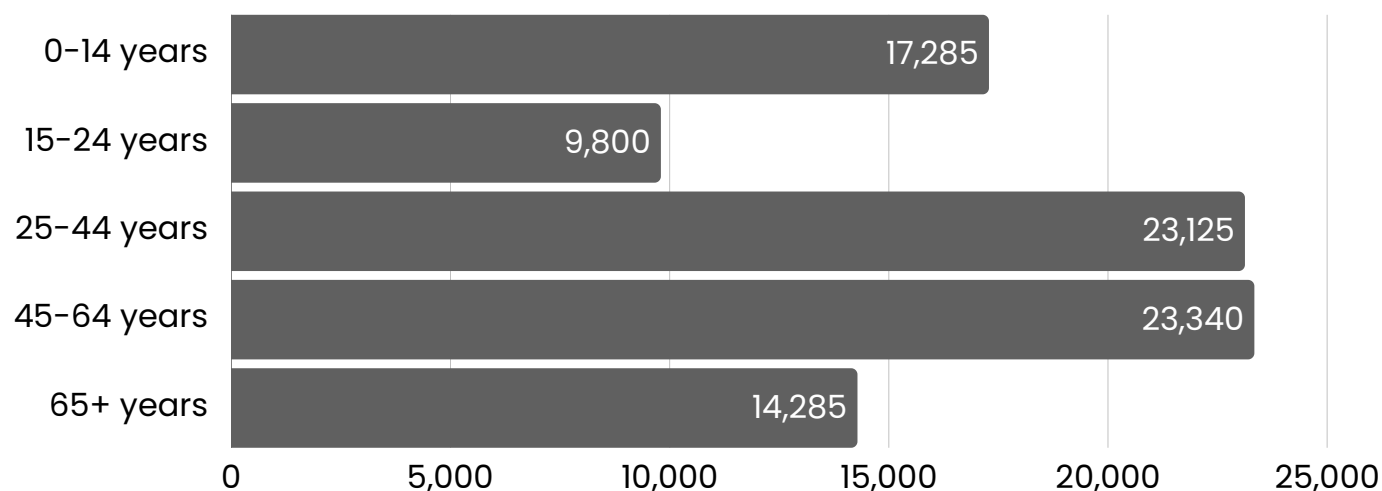
Data Highlights for the Entire Tri-Municipal Region

Tri-Municipal Region Population Overview

According to Statistics Canada (2021a-c), the Tri-Municipal Region covers 2,448.6 square km of geographical land base and has a population size of 87,843.

50% (43,940) of the Tri-Municipal Region indicated they were women, while 50% (43,905) indicated they were men (Statistics Canada, 2021a-c).

Figure 3: Tri-Municipal Region Population Age Breakdown (2021a-c)



The average age in the Tri-Municipal Region is 40.2 years.

According to Statistics Canada (2021a-c) Census numbers, 8.3% (7,290) of the Tri-Municipal Region's population were immigrants to Canada. Further, 7.6% (6,750) of The Tri-Municipal Region's population identified as Indigenous: 2.7% (2,385) were First Nations, 4.8% (4,225) were Métis, and 0.1% (140) were Inuk.

The 2021 Census also reported that the Tri-Municipal Region has 36,325 private dwellings with an average of 2.6 people per household. Of the 36,325 private dwellings in the Tri-Municipal Region, 81.2% (27,100) were owned, while 23% (6,245) were rented, with average monthly shelter costs for rented dwellings reported as \$1,395.33. Additionally, 71.2% (23,740) were single-detached houses, 11.6% (3,865) were apartments,¹ 7.9% (2,635) were semi-detached houses, 5.7% (1,920) were moveable dwellings,² and 3.4% (1,160) were row houses.

22.8% (8,315) of households in the Tri-Municipal Region reported one or more of the following:

- Spending more than 30% of their income on shelter costs,
- That their dwelling is "not suitable," and/or,
- That their dwelling has "major repair needs."

¹ Includes apartments or flats in a duplex and apartments in both buildings with fewer than five storeys and with five or more storeys.

² According to Statistics Canada (2021), a moveable dwelling includes mobile homes and other movable dwellings such as houseboats, recreational vehicles and railroad cars.

The median after-tax income in the Tri-Municipal Region (Statistics Canada, 2021a-c) can be broken down by community:

- City of Spruce Grove: \$40,000 for individuals and \$79,500 for households
- Parkland County: \$42,000 for individuals and \$98,000 for households
- Town of Stony Plain: \$46,800 for individuals and \$91,000 for households

The Economic Research Institute (2026a; 2026b) estimates the cost of living in the City of Spruce Grove to be 10% higher than the national average and 6% higher than the Alberta provincial average. In the Town of Stony Plain, cost of living is estimated to be 7% higher than the national average and 3% higher than the Alberta provincial average. There is no data available by the Economic Research Institute for Parkland County on cost of living.

Housing & Service Needs Estimation Survey

Respondent Population Overview

Gender and Sexuality

75% (328) of participants identified as women, 23% (99) as men, 1% (3) as gender non-conforming, 0% (1) as trans-men, and 0% (1) as trans-women. Additionally, 1% (3) of respondents preferred not to answer.

86% (371) of respondents identified as straight, 5% (20) as bisexual/pansexual, 1% (6) as lesbian/gay, 1% (3) as asexual, 1% (3) as Two-Spirit, and 1% (3) were unsure of the gender identity. Additionally, 5% (23) preferred not to answer.

Age

3% (11) of respondents were between the ages of 15 and 24, 41% (177) were 25 to 44, 39% (172) were 45 to 65, and 18% (77) were 65 and older.

Household Makeup

5% (11) of respondents noted that they or someone in their home was pregnant, 22% (48) indicated they live in a multi-generational home, and 73% (158) were in single-parent households.

Time Spent in Care

8% (34) of respondents indicated they spent time in foster care, a youth group home, or in a youth/young adult agreement. 1% (5) preferred not to answer.

Immigration

80% (342) of respondents were born in Canada, while 20% (85) immigrated to Canada. 20% (85) of respondents who immigrated to Canada have lived here for less than a year, while 77% (85) of respondents who immigrated to Canada have lived here for more than ten years.

Race and Indigenous Identity

87% (348) of respondents identified as white, compared to 9% (39) of racially diverse respondents. 4% (17) of respondents preferred not to answer, and 1% (4) self-disclosed as "Canadian," and "Mixed."

Further, 14% (61) of respondents self-identified as Indigenous, while 1% (6) preferred not to answer. Of those respondents who self-identified as Indigenous, 44% (27) identified as First Nations, 49% (30) as Métis, and 10% (6) as other Indigenous ancestry.

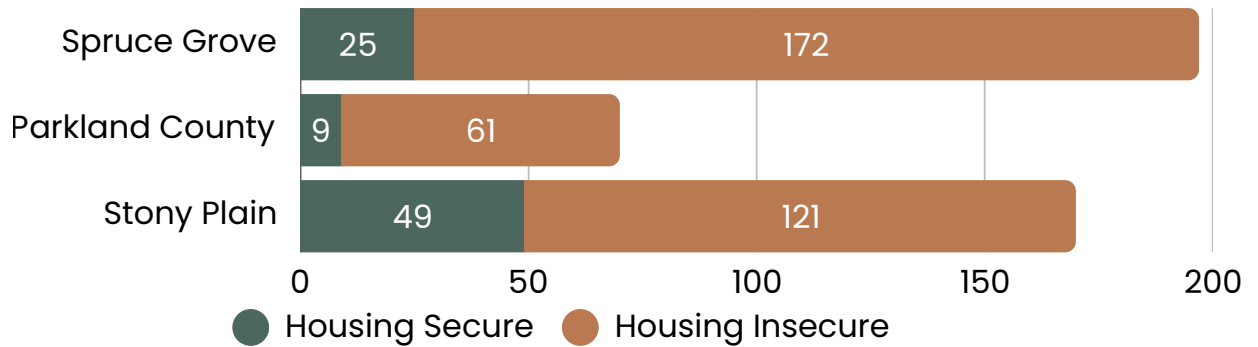
Veteran Status

6% (28) of total respondents indicated that they served in the Canadian Armed Forces, Royal Canadian Mounted Police (RCMP), or emergency services. 21% (6) served in the Canadian Armed Forces, 7% (2) served in the RCMP, and 79% (22) served in emergency services.

Living Situation

Residents in the Tri-Municipal Region responded to the survey, as seen in Figure 4.

Figure 4: Breakdown of Survey Respondents by Location



13% (56) of all respondents, 87% (49) of which are housing insecure, have always lived in the Tri-Municipal Region.

Respondents were also asked: *“What are the main reasons you came to this community? If you have always lived here, why have you chosen to stay in this community?”*

The top three reasons housing insecure respondents came to the area are:

- Family-related reasons (to be closer to family, to follow family, etc.)
- For the lifestyle the community offers
- Housing-related reasons (to access affordable and appropriate housing, etc.)

In comparison, the top three reasons housing insecure respondents stayed in the area are:

- Family-related reasons (to be closer to family, to follow family, etc.)
- For the lifestyle the community offers
- The connection to culture, community, and traditions

Did you know...

- 16% (17) of housing insecure respondents have moved between three and six times in the past 12 months

Experiences of Violence, Abuse, and Unwanted Sexual Activity Amongst Housing Insecure Respondents



18% (27) of housing insecure respondents indicated they were experiencing violence, abuse, and/or unwanted sexual activity at the time of the survey. Based on additional analysis, we know that:



- **85%** identified as women, **15%** identified as men
- **93%** were straight, **4%** were asexual, and **4%** preferred not to answer

Age Breakdown

15-24	4%
25-44	56%
45-64	37%
65+	4%

Indigenous Identity

- 22%** were Indigenous
- **50%** were First Nations
 - **33%** were Métis
 - **17%** other Indigenous ancestry



- **52%** were employed in some capacity at the time of the survey and **4%** were retired

Education, Employment, and Income

Education

Respondents indicated various education levels when responding to the question, "What is the highest level of education you've completed?"

In The Tri-Municipal Region:

- 1% (5) of respondents had completed some grade school
- 12% (52) had completed some high school
- 20% (86) had completed high school or received their GED,
- 13% (56) had an apprenticeship, trades certificate, or diploma
- 22% (92) had some post-secondary (college, university)
- 31% (131) had a post-secondary degree (college, university)

Additionally, 0% (1) of respondents were unsure what their highest level of education was and 1% (4) respondents preferred not to answer.

Employment

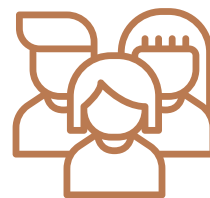
49% (150) of housing insecure respondents were employed at the time of the survey. Additionally, 11% (39) of respondents indicated they were retired. Comparatively, 91% (50) of housing secure respondents were employed at the time of the survey and 32% (27) of respondents were retired.

Unemployment Amongst Housing Insecure Respondents

50% (151) of housing insecure respondents were unemployed at the time of the survey. Based on additional analysis, we know that:

75% identified as women, **21%** men, **1%** as trans-men, **1%** as trans-women, **1%** as gender non-conforming, and **1%** preferred not to answer

84% were straight, **5%** were bisexual/pansexual, **3%** were lesbian/gay, **1%** were asexual, **1%** were Two-Spirit, **1%** wasn't sure their sexual orientation, and **5%** preferred not to answer



Age Breakdown

15-24	1%
25-44	46%
45-64	48%
65+	5%

Indigenous Identity

- 21%** were Indigenous
- **47%** were First Nations
 - **44%** were Métis
 - **9%** other Indigenous ancestry

Income

Housing insecure respondents were also asked to disclose their approximate household income for the previous year. Responses varied widely, as seen in Table 2.

Table 2: Housing Insecure Respondents Approximate Household Income in the Last 12 Months

Total Household Income in the Last 12 Months	# of Respondents
Less than \$22,000	104 (30%)
Between \$22,001 and \$55,000	136 (40%)
Between \$55,001 and \$88,000	42 (12%)
Between \$88,001 and \$132,000 ³	28 (8%)
More than \$132,001	16 (5%)
Prefer not to answer	15 (4%)

³ It is important to remember the spectrum of homelessness when considering income rates amongst housing insecure respondents. Someone who is experiencing domestic or family violence, for example, is considered housing insecure no matter their annual household income. Additionally, it is important to remember that people cycle through the spectrum of homelessness regularly and just because some reported an annual household income of \$88,001 or more in 2024, for example, does not mean they were not experiencing housing insecurity in 2025 - this could have occurred as a result of job loss, a death in the family, increasing interest and utility rates, or any number of reasons.

Community Supports

To better understand service needs and gaps in the Tri-Municipal Region, respondents were asked: *“Which support services do you access and where do you most often access them?”*

Housing insecure respondents primarily accessed services in the Tri-Municipal Region for:

- Basic needs (91%)
- Health and wellness supports (42%)
- Family/parenting services and supports (26%)

In comparison, those accessing services outside of the Tri-Municipal Region did so primarily for:

- Health and wellness supports (47%)
- Legal services (38%)
- Financial supports (38%)

Shelter Use

13 unique housing insecure respondents reported staying in a shelter in the past year. Among them:

- 50% (9) stayed in an emergency shelter,
- 22% (4) stayed in an emergency weather space or shelter,
- 17% (3) stayed in a women’s/domestic violence shelter, and
- 11% (2) stayed in a shelter but were not sure what type of shelter.

Additionally, 1% (4) of housing insecure respondents reported stays in transitional housing.

13% (47) housing insecure respondents reported needing emergency shelter services at some point in the 12 months before completing the survey, but did not access them. The top three reasons respondents did not access shelter services when they needed them were because:

1. There were no shelters in their area.
2. Their pets were not allowed in the shelter.
3. They didn’t feel safe.

“What Would You Like to See More of in Your Community?”

To gain more insight into respondents’ perceptions of service provision in the Tri-Municipal Region, they were asked: *“Does your community provide enough... accessible and affordable housing; access to food; addictions and mental health supports; employment services; free/accessible recreation/social opportunities; public transportation services; social services?”*

Table 3: Total Respondents’ Perceptions of the Tri-Municipal Region’s Provision of Services

Does the Community Provide Enough:	Yes	No	Unsure
Accessible, affordable housing	44 (11%)	242 (61%)	110 (28%)
Access to food (grocery stores, markets, food banks, etc.)	328 (82%)	43 (11%)	31 (8%)
Addictions and mental health supports (counselling, treatment, post-treatment support, etc.)	91 (23%)	147 (37%)	156 (40%)
Employment services (resume writing, job searching, etc.)	97 (25%)	122 (31%)	169 (44%)
Free/accessible recreation/social opportunities	114 (29%)	175 (44%)	106 (27%)
Public transportation services	153 (39%)	140 (36%)	97 (25%)
Social services (libraries, emergency services, outreach programs, etc.)	227 (58%)	83 (21%)	81 (21%)



**Detailed Results by Community:
Stony Plain, Spruce Grove, and
Parkland County**

Objective Housing Situation

The Tri-Municipal Region, including the City of Spruce Grove, Parkland County, and the Town of Stony Plain, received 437 survey responses. They can be broken down by community:

- City of Spruce Grove: 197
- Parkland County: 70
- Town of Stony Plain: 170

As part of the survey, participants were asked: *“Do you consider your housing situation unstable or feel you could easily lose your housing?”* Respondents were given the options “yes,” “no,” and “I’m not sure” to guide their responses.

Of the 437 survey respondents, 162 self-identified as housing insecure, 57 indicated “I’m not sure,” while 211 indicated they were housing secure, and seven skipped the question. Using the national definitions of homelessness to guide further analysis, 354 survey respondents were identified as housing insecure and 83 as housing secure. An additional 360 dependents under 18 and 443 adults were reported as living with housing insecure survey respondents.

Tables 4 and 5 show breakdowns of respondents by housing security status and highlight the number of dependents and adults who reported sharing living conditions with housing insecure respondents in the Tri-Municipal Region.

Table 4: Breakdown of Respondent Housing Status

# of Individuals	Spruce Grove	Parkland County	Stony Plain
Housing Secure	25	9	49
Housing Insecure	172	61	121

Table 5: Breakdown of Dependents & Adults Sharing Insecure Housing Living Conditions

# of Additional Individuals	Spruce Grove	Parkland County	Stony Plain
Dependents	206	41	113
Adults	219	79	145

Based on survey results, there were at least 1,157 community members experiencing housing insecurity in the Tri-Municipal Region. Important to remember here is that this number (1,157) only captures those who accessed services during the 30-day enumeration period and agreed to complete a survey. Knowing this, it is safe to assume that there are more than 1,157 community members experiencing housing insecurity in the Tri-Municipal Region.

The top three reasons for housing insecurity in the Tri-Municipal Region, as reported by survey respondents, were:

1. High housing costs⁴
2. Health challenges⁵
3. Conflict & violence⁶

⁴ "My rent/mortgage is too high for my current income"

⁵ "Illness/medical condition," "Mental health concerns," "Mental disability," and/or "Physical disability"

⁶ "I am experiencing domestic/family violence or abuse," "I am experiencing family conflict/rejection," "I am experiencing conflict with my spouse/partner"

Housing Secure vs. Housing Insecure Survey

Respondent Population Overview

Table 6: Housing & Service Needs Estimation Survey Population Overview Comparison by Housing Stability

Demographic Characteristic	Spruce Grove		Parkland County		Stony Plain	
	Housing Secure	Housing Insecure	Housing Secure	Housing Insecure	Housing Secure	Housing Insecure
# of Survey Respondents	25	172	9	61	49	121
Gender	Gender non-conforming: 0	Gender non-conforming: 2	Gender non-conforming: 0	Gender non-conforming: 0	Gender non-conforming: 0	Gender non-conforming: 1
	Man: 4	Man: 44	Man: 1	Man: 18	Man: 9	Man: 23
	Trans-man: 0	Trans-man: 1	Trans-man: 0	Trans-man: 0	Trans-man: 0	Trans-man: 0
	Trans-woman: 0	Trans-woman: 0	Trans-woman: 0	Trans-woman: 1	Trans-woman: 0	Trans-woman: 0
	Woman: 20	Woman: 123	Woman: 8	Woman: 42	Woman: 38	Woman: 97
	Not sure: 0	Not sure: 0	Not sure: 0	Not sure: 0	Not sure: 0	Not sure: 0
Sexual Orientation	Asexual: 0	Asexual: 2	Asexual: 0	Asexual: 0	Asexual: 1	Asexual: 0
	Bisexual/Pansexual: 0	Bisexual/Pansexual: 13	Bisexual/Pansexual: 0	Bisexual/Pansexual: 1	Bisexual/Pansexual: 0	Bisexual/Pansexual: 6
	Lesbian/Gay: 0	Lesbian/Gay: 3	Lesbian/Gay: 0	Lesbian/Gay: 1	Lesbian/Gay: 0	Lesbian/Gay: 2
	Straight: 22	Straight: 142	Straight: 8	Straight: 55	Straight: 40	Straight: 104
	Two-Spirit: 0	Two-Spirit: 2	Two-Spirit: 0	Two-Spirit: 0	Two-Spirit: 0	Two-Spirit: 1
	Not sure: 0	Not sure: 3	Not sure: 0	Not sure: 0	Not sure: 0	Not sure: 0

Demographic Characteristic	Spruce Grove		Parkland County		Stony Plain	
	Housing Secure	Housing Insecure	Housing Secure	Housing Insecure	Housing Secure	Housing Insecure
Age	0-14 years: 0	0-14 years: 0	0-14 years: 0	0-14 years: 0	0-14 years: 0	0-14 years: 0
	15-24 years: 0	15-24 years: 6	15-24 years: 0	15-24 years: 1	15-24 years: 2	15-24 years: 2
	25-44 years: 10	25-44 years: 73	25-44 years: 1	25-44 years: 25	25-44 years: 10	25-44 years: 58
	45-64 years: 9	45-64 years: 70	45-64 years: 5	45-64 years: 28	45-64 years: 18	45-64 years: 42
	65+ years: 6	65+ years: 23	65+ years: 3	65+ years: 7	65+ years: 19	65+ years: 19
Household Makeup	Pregnancy in household: 1	Pregnancy in household: 5	Pregnancy in household: 0	Pregnancy in household: 2	Pregnancy in household: 1	Pregnancy in household: 2
	Multi-generational household: 0	Multi-generational household: 23	Multi-generational household: 0	Multi-generational household: 8	Multi-generational household: 3	Multi-generational household: 14
	Single-parent household: 3	Single-parent household: 69	Single-parent household: 0	Single-parent household: 26	Single-parent household: 5	Single-parent household: 55
	Spent time in care: 2	Spent time in care: 19	Spent time in care: 0	Spent time in care: 5	Spent time in care: 0	Spent time in care: 8
Immigration Status	Born in Canada: 18	Born in Canada: 123	Born in Canada: 9	Born in Canada: 53	Born in Canada: 43	Born in Canada: 96
	Born outside of Canada: 7	Born outside of Canada: 43	Born outside of Canada: 0	Born outside of Canada: 0	Born outside of Canada: 6	Born outside of Canada: 23
Racial Identity	White: 19	White: 124	White: 8	White: 51	White: 45	White: 101
	Racialized: 2	Racialized: 33	Racialized: 0	Racialized: 0	Racialized: 0	Racialized: 9

Demographic Characteristic	Spruce Grove		Parkland County		Stony Plain	
	Housing Secure	Housing Insecure	Housing Secure	Housing Insecure	Housing Secure	Housing Insecure
Indigenous Identity	First Nations: 0	First Nations: 17	First Nations: 0	First Nations: 1	First Nations: 0	First Nations: 9
	Métis: 2	Métis: 15	Métis: 1	Métis: 2	Métis: 1	Métis: 9
	Inuk: 0	Inuk: 0	Inuk: 0	Inuk: 0	Inuk: 0	Inuk: 0
	Other Indigenous ancestry: 0	Other Indigenous ancestry: 1	Other Indigenous ancestry: 0	Other Indigenous ancestry: 2	Other Indigenous ancestry: 0	Other Indigenous ancestry: 3
Served in Canadian Armed Forces, RCMP, Emergency Services	Canadian Armed Forces: 1	Canadian Armed Forces: 2	Canadian Armed Forces: 0	Canadian Armed Forces: 1	Canadian Armed Forces: 1	Canadian Armed Forces: 1
	RCMP: 0	RCMP: 1	RCMP: 0	RCMP: 0	RCMP: 0	RCMP: 1
	Emergency Services: 2	Emergency Services: 8	Emergency Services: 0	Emergency Services: 2	Emergency Services: 3	Emergency Services: 7

Based on this survey population overview breakdown, we can summarize the following:

- Respondents identifying as women in Parkland County and the Town of Stony Plain are 4.2 times more likely than their male counterparts to be housing insecure.
- All respondents in the City of Spruce Grove who identified as 2SLGBTQIA+ were housing insecure.
- All racialized respondents in Parkland County and the Town of Stony Plain were housing insecure.
- 95% of Indigenous respondents in Parkland County and the Town of Stony Plain and 94% of Indigenous respondents in the City of Spruce Grove were housing insecure.
- All respondents in Parkland County and the Town of Stony Plain who spent time in care were housing insecure.
- All respondents living in a multi-generational household in the City of Spruce Grove were housing insecure.

Exploring the Spectrum of Homelessness in the Tri-Municipal Region

Recognizing that the national definition of homelessness is complex, encompassing various housing situations across a continuum, it is important to better understand what housing insecurity looks like in the Tri-Municipal Region. This understanding can be achieved by exploring the experiences of the 172 housing insecure respondents in the City of Spruce Grove, the 61 housing insecure respondents in Parkland County, and the 121 housing insecure respondents in the Town of Stony Plain.

To accurately place respondents along the spectrum of homelessness, a series of measures were used to understand their situations. These measures included their self-identified housing security response, calculated housing security, current housing situation, and the amenities they lack in their current situation.

Early in the survey, respondents were asked to outline their current housing situation and were able to choose all situations that applied to them from a variety of statements. Statements included, but were not limited to, "I slept in a vehicle," "I slept in a hotel overnight because I had nowhere else to go," "I live in supported or transitional housing," and "I live in housing that needs major repairs."

Respondents were able to select more than one statement. To accurately represent what housing insecurity might look like for respondents over a month, all responses have been included.

When reading this table, an important consideration is that people experiencing housing insecurity often fluctuate in and out of their situation. Someone who was unsheltered one night may have been emergency sheltered or provisionally accommodated the next. As a result, we have highlighted every incident of insecurity respondents experienced in the past month to understand the complexities of housing insecurity in the Tri-Municipal Region. This means that more incidents of housing insecurity are reported in the table below than the number of housing insecure respondents.

Table 7: Respondents by Housing Situation on the Homelessness Spectrum

Place on the Homelessness Spectrum	# of Incidents by Community		
	Spruce Grove	Parkland County	Stony Plain
Unsheltered	27	12	7
Emergency Sheltered	7	2	2
Provisionally Accommodated	72	33	50
At Risk of Homelessness	236	82	171

The above table illustrates respondents' diverse experiences with housing insecurity in the Tri-Municipal Region, emphasizing that homelessness presents itself in more ways than simply sleeping outside.

Respondents in the City of Spruce Grove, Parkland County, and the Town of Stony Plain identified as **at risk** reported:

- Difficulty paying their rent or mortgage,
- Spending more than 30% of their monthly income on housing,
- Living in overcrowded accommodations with not enough bedrooms for the number of people staying in the unit,
- Staying in a home needing major repairs (e.g., heating or plumbing problems, mould, leaky roof, etc.), and/or
- Staying in a home with unsafe conditions (e.g., exposed wiring, no railing or banisters, physical hazards, etc.).

Respondents in the City of Spruce Grove who indicated they experienced being **provisionally accommodated** noted:

- Staying in a hotel overnight because they had nowhere to go,
- Living in accommodations provided by their employer,
- Living in a home owned/rented out by a First Nation or Métis Settlement,
- Living in supported or transitional housing (e.g. Housing First)
- Staying in an RV/trailer,
- Staying in a medical/detox facility,
- Staying in a jail/prison/remand centre,
- Staying with friends/family because they had nowhere else to go,
- Staying with a stranger because they had nowhere else to go,
- Staying in a home where they experienced violence because they had nowhere else to go, and/or
- Enduring unwanted sexual activity to have a place to stay.

Respondents in Parkland County who indicated they experienced being **provisionally accommodated** noted:

- Staying in a hotel overnight because they had nowhere to go,
- Living in accommodations provided by their employer,
- Staying in an RV/trailer,
- Staying in a medical/detox facility,
- Staying with friends/family because they had nowhere else to go,
- Staying in a home where they experienced violence because they had nowhere else to go, and/or
- Enduring unwanted sexual activity to have a place to stay.

Respondents in the Town of Stony Plain who indicated they experienced being **provisionally accommodated** noted:

- Staying in a hotel overnight because they had nowhere to go,
- Living in a home owned/rented out by a First Nation or Métis Settlement,
- Living in supported or transitional housing (e.g. Housing First)
- Staying in an RV/trailer,
- Staying in a jail/prison/remand centre,
- Staying with friends/family because they had nowhere else to go,
- Staying with a stranger because they had nowhere else to go,
- Staying in a home where they experienced violence because they had nowhere else to go, and/or
- Enduring unwanted sexual activity to have a place to stay.

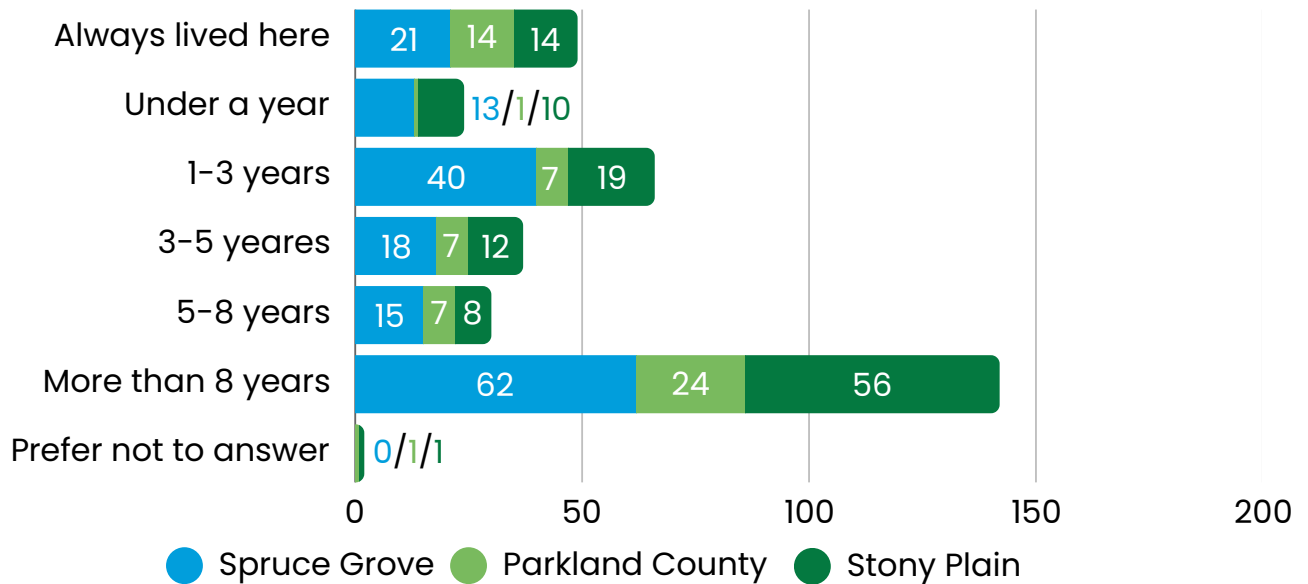
Respondents the City of Spruce Grove, Parkland County, and the Town of Stony Plain who had experiences of being **emergency sheltered or unsheltered** reported:

- Staying in an emergency shelter,
- Staying in a women's/domestic violence shelter, and/or
- Staying in makeshift shelters such as a vehicle, tent, or shack.

Living Situation

13% (56) of all respondents, 87% (49) of which are housing insecure, have always lived in and around the Tri-Municipal Region. Figure 5 outlines the various lengths of time respondents have lived in the City of Spruce Grove, Parkland County, and the Town of Stony Plain.

Figure 5: Breakdown of Housing Insecure Respondents' Length of Time Lived in the Tri-Municipal Region



Respondents were also asked: “What are the main reasons you came to this community? If you have always lived here, why have you chosen to stay in this community?”

In the **City of Spruce Grove**, the top three reasons respondents came to the area are:

- Family-related reasons (to be closer to family, to follow family, etc.)
- Housing-related reasons (to access affordable and appropriate housing, etc.)
- Employment-related reasons (look for work, work-related transfer, more work opportunities, etc.)

Other reasons housing insecure respondents moved to the community included for the lifestyle the community offers, access to services, education opportunities (to attend school, access better educational opportunities, etc.), fear for safety/fleeing from violence, the connection to culture, community, and traditions, and environmental displacement (flooding, wildfire, lack of clean drinking water, etc.).

In comparison, the top three reasons housing insecure respondents stayed in the area are:

- Family-related reasons (to be closer to family, to follow family, etc.)

- For the lifestyle the community offers
- Employment-related reasons (look for work, work-related transfer, more work opportunities, etc.)

Other reasons housing insecure respondents stayed in the community included the connection to culture, community, and traditions, housing-related reasons (to access affordable and appropriate housing, etc.), access to services, education opportunities (to attend school, access better educational opportunities, etc.), fear of safety/fleeing from violence, and access to emergency shelters.

In **Parkland County**, the top three reasons respondents came to the area are:

- Housing-related reasons (to access affordable and appropriate housing, etc.)
- Family-related reasons (to be closer to family, to follow family, etc.)
- Employment-related reasons (look for work, work-related transfer, more work opportunities, etc.)

Other reasons housing insecure respondents moved to the community included for the lifestyle the community offers, access to services, fear for safety/fleeing from violence, the connection to culture, community, and traditions, education opportunities (to attend school, access better educational opportunities, etc.), and environmental displacement (flooding, wildfire, lack of clean drinking water, etc.).

In comparison, the top three reasons housing insecure respondents stayed in the area are:

- Family-related reasons (to be closer to family, to follow family, etc.)
- The connection to culture, community, and traditions
- Access to services

Other reasons housing insecure respondents stayed in the community included fear of safety/fleeing from violence, access to emergency shelters, for the lifestyle the community offers, education opportunities (to attend school, access better educational opportunities, etc.), and employment-related reasons (look for work, work-related transfer, more work opportunities, etc.).

In the **Town of Stony Plain**, the top three reasons respondents came to the area are:

- Family-related reasons (to be closer to family, to follow family, etc.)
- For the lifestyle the community offers
- Housing-related reasons (to access affordable and appropriate housing, etc.)

Other reasons housing insecure respondents moved to the community included education opportunities (to attend school, access better educational opportunities, etc.), access to services, the connection to culture, community, and traditions.

In comparison, the top three reasons housing insecure respondents stayed in the area are:

- Family-related reasons (to be closer to family, to follow family, etc.)
- For the lifestyle the community offers
- Housing-related reasons (to access affordable and appropriate housing, etc.)

The other reason housing insecure respondents moved to the community was for the connection to culture, community, and traditions.

Noteworthy here is that 16% (17) of housing insecure respondents across the entire Tri-Municipal Region have moved between three and six times in the past 12 months and 6% (6) have moved more than six times in the past 12 months. This is broken down further by community in Table 8.

Table 8: Number of Times Housing Insecure Respondents Have Moved in the Past 12 Months by Community

How Many Times Have You Moved in the Past 12 Months?	# (%) of Housing Insecure Respondents		
	Spruce Grove	Parkland County	Stony Plain
1-2 times	36 (80%)	7 (50%)	33 (83%)
3-6 times	4 (9%)	7 (50%)	6 (15%)
More than 6 times	5 (11%)	0 (0%)	1 (3%)

Housing Situation and Missing Amenities

To better understand respondents' current living situations, they were asked to indicate if they rent or own their home (or if neither was true for them). This can be compared across housing secure and housing insecure respondents.

In the City of Spruce Grove:

- 36% (60) of housing insecure respondents indicated that they owned their homes,
- 57% (95) indicated that they rented their homes, and
- 7% (12) noted that they neither owned nor rented.

Additionally, 1% (1) preferred not to answer.

Comparatively:

- 84% (21) of housing secure respondents owned their homes,
- 12% (3) rented their homes, and
- 4% (1) noted they neither owned nor rented.

In Parkland County,

- 51% (30) of housing insecure respondents indicated that they owned their homes,
- 32% (19) indicated that they rented their homes, and
- 15% (9) noted that they neither owned nor rented.

Additionally, 2% (1) preferred not to answer.

Comparatively:

- 89% (8) of housing secure respondents owned their homes, and
- 11% (1) rented their homes.

In the Town of Stony Plain,

- 34% (41) of housing insecure respondents indicated that they owned their homes,
- 60% (71) indicated that they rented their homes, and
- 4% (5) noted that they neither owned nor rented.

Additionally, 2% (2) preferred not to answer.

Comparatively:

- 84% (41) of housing secure respondents owned their homes,
- 10% (5) rented their homes, and
- 6% (3) noted they neither owned nor rented.

Across the entire Tri-Municipal Region, 103 unique housing insecure respondents, whether they rented, owned, or were in a different situation entirely, indicated that they lacked specific amenities in their current housing situation, many of which are considered necessary for a secure living situation. At the time of the survey, 59% (61) of these respondents did not have sufficient and affordable heating, and 46% (47) did not have fire protection (including fire extinguishers, smoke alarms, and a safe exit out of their space).

Table 9: Breakdown of Housing Insecure Respondents’ Missing Amenities

Missing Amenities	# (%) of Housing Insecure Respondents		
	Spruce Grove	Parkland County	Stony Plain
Indoor plumbing/bathing facilities	10 (23%)	4 (16%)	7 (21%)
Sufficient and affordable heating	29 (66%)	13 (52%)	19 (56%)
Safe drinking water	7 (16%)	9 (36%)	8 (24%)
Refrigeration	7 (16%)	4 (16%)	3 (9%)

Missing Amenities	# (%) of Housing Insecure Respondents		
	Spruce Grove	Parkland County	Stony Plain
Electricity	11 (25%)	4 (16%)	3 (9%)
Cooking facilities	7 (16%)	2 (8%)	3 (9%)
Fire protection (smoke alarms, fire extinguishers)	20 (45%)	11 (44%)	16 (47%)

This breakdown highlights respondents who lacked basic amenities and is one way respondents' objective housing situation is calculated. Some respondents self-identified as housing secure but lacked amenities required for their housing to be considered stable according to the Canadian definitions of homelessness, including indoor plumbing/bathing facilities, sufficient and affordable heating, electricity, access to safe drinking water, and fire protection.

Further, Table 10 highlights respondents' missing amenities by whether they rented or owned.

Table 10: Breakdown of Housing Insecure Respondents' Missing Amenities by Housing Situation

Missing Amenities	Spruce Grove		Parkland County		Stony Plain	
	# (%) of Respondents who Rented	# (%) of Respondents who Owned	# (%) of Respondents who Rented	# (%) of Respondents who Owned	# (%) of Respondents who Rented	# (%) of Respondents who Owned
Indoor plumbing/bathing facilities	1 (6%)	3 (16%)	0 (0%)	1 (11%)	4 (18%)	1 (13%)
Sufficient and affordable heating	11 (61%)	12 (63%)	4 (40%)	5 (56%)	11 (50%)	5 (63%)
Safe drinking water	1 (6%)	2 (11%)	3 (30%)	2 (22%)	6 (27%)	1 (13%)
Refrigeration	1 (6%)	0 (0%)	0 (0%)	1 (11%)	1 (5%)	1 (13%)
Electricity	3 (17%)	2 (11%)	1 (10%)	0 (0%)	1 (5%)	1 (13%)

Missing Amenities	Spruce Grove		Parkland County		Stony Plain	
	# (%) of Respondents who Rented	# (%) of Respondents who Owned	# (%) of Respondents who Rented	# (%) of Respondents who Owned	# (%) of Respondents who Rented	# (%) of Respondents who Owned
Cooking facilities	2 (11%)	0 (0%)	0 (0%)	0 (0%)	1 (5%)	1 (13%)
Fire protection (smoke alarms, fire extinguishers)	8 (44%)	7 (37%)	4 (40%)	3 (33%)	10 (45%)	4 (50%)

Education, Employment, and Income

Education

Respondents indicated various education levels when responding to the question, “What is the highest level of education you’ve completed?”

In the **City of Spruce Grove:**

- 2% (3) of respondents had completed some grade school
- 13% (24) had completed some high school
- 16% (30) had completed high school or received their GED,
- 14% (27) had an apprenticeship, trades certificate, or diploma
- 21% (41) had some post-secondary (college, university)
- 34% (65) had a post-secondary degree (college, university)

Additionally, 1% (1) of respondents were unsure what their highest level of education was

In **Parkland County:**

- 7% (5) of respondents had completed some high school
- 29% (20) had completed high school or received their GED,
- 16% (11) had an apprenticeship, trades certificate, or diploma
- 22% (15) had some post-secondary (college, university)
- 24% (16) had a post-secondary degree (college, university)

Additionally, 1 (1%) of respondents preferred not to answer.

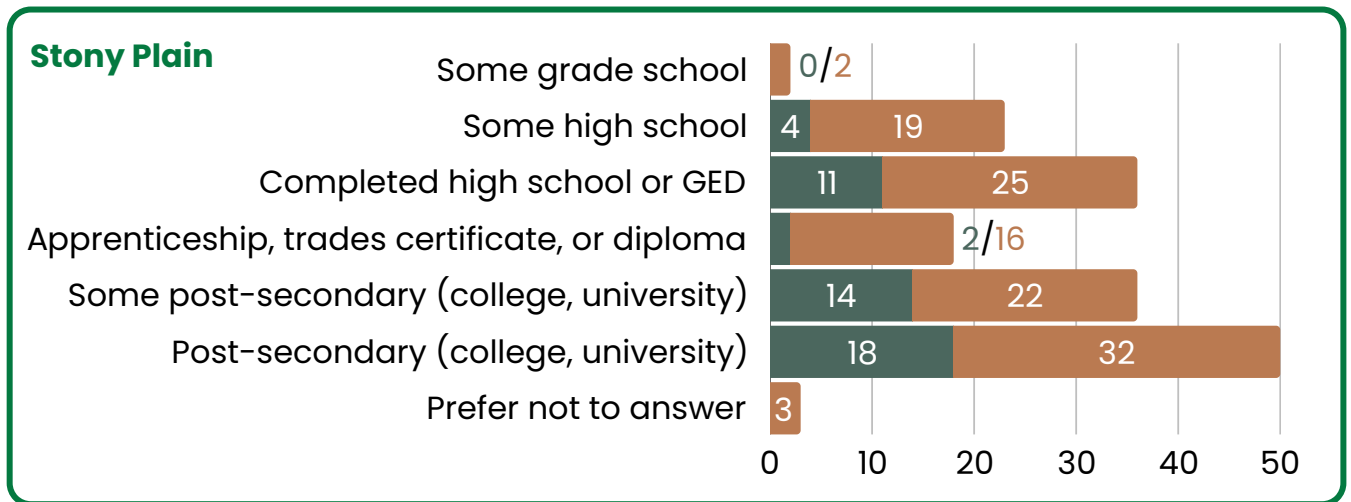
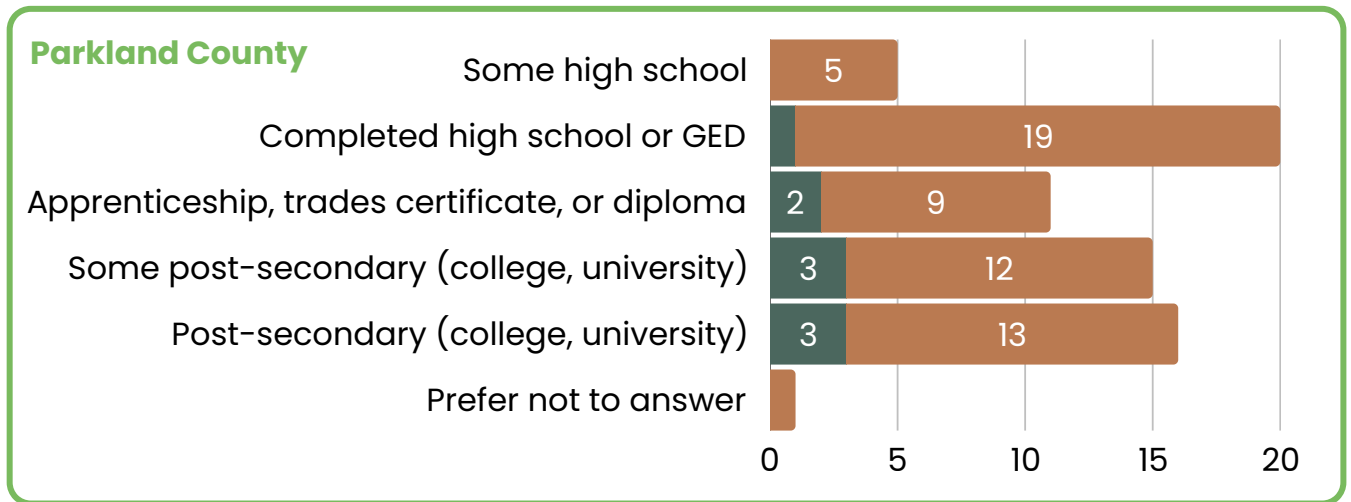
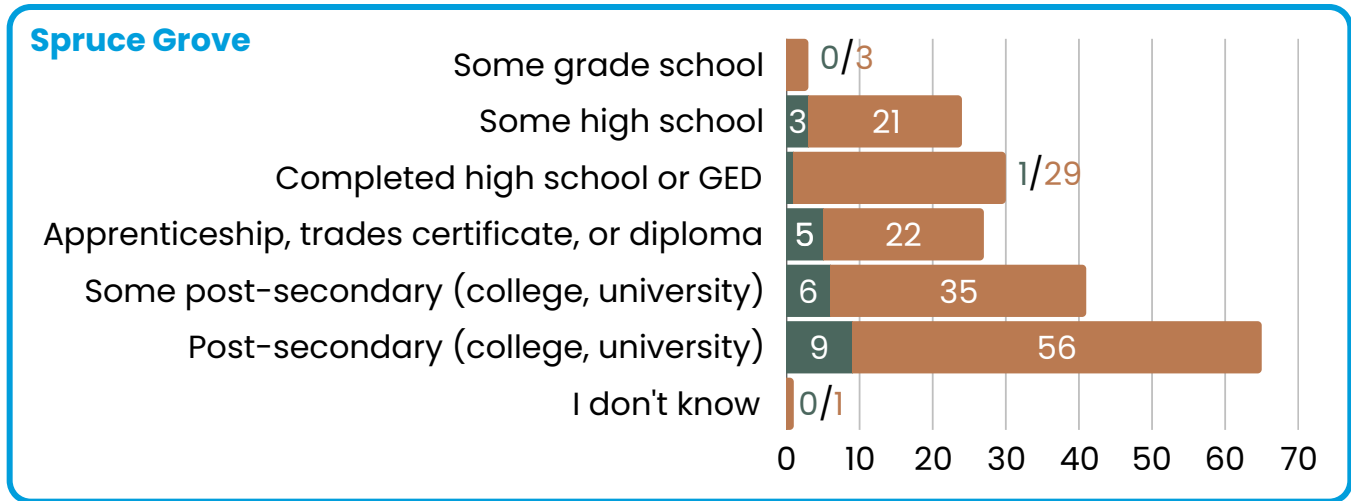
In the **Town of Stony Plain:**

- 1% (2) of respondents had completed some grade school
- 14% (23) had completed some high school
- 21% (36) had completed high school or received their GED,
- 11% (18) had an apprenticeship, trades certificate, or diploma
- 21% (36) had some post-secondary (college, university)
- 30% (50) had a post-secondary degree (college, university)

Additionally, 2% (3) of respondents preferred not to answer.

Figure 6 provides a more detailed look at respondents' education levels.

Figure 6: Housing Secure and Housing Insecure Respondents' Education Levels



● Housing Secure ● Housing Insecure

Employment

In the **City of Spruce Grove**, 47% (69) of housing insecure respondents were employed at the time of the survey. Additionally, 18 respondents indicated they were retired. Of employed housing insecure respondents:

- 55% (38) were full-time (e.g., more than 30hrs/week)
- 28% (19) were part-time (e.g., less than 30hrs/week)
- 3% (2) were casual
- 1% (1) were on contract
- 1% (1) were seasonal
- 4% (3) were self-employed
- 6% (4) indicated "other;" one stated they were on medical leave and three were working multiple jobs

Additionally, 1% (1) preferred not to answer.

Comparatively, 89% (16) of housing secure respondents were employed at the time of the survey and six respondents were retired. Of those employed:

- 88% (14) were full-time (e.g., more than 30hrs/week)
- 6% (1) were casual
- 6% (1) were self-employed

In **Parkland County**, 42% (22) of housing insecure respondents were employed at the time of the survey. Additionally, seven respondents indicated they were retired. Of employed housing insecure respondents:

- 36% (8) were full-time (e.g., more than 30hrs/week)
- 27% (6) were part-time (e.g., less than 30hrs/week)
- 9% (2) were casual
- 5% (1) were on contract
- 18% (4) were self-employed
- 5% (1) indicated "other" and stated they were working multiple jobs

Comparatively, 83% (5) of housing secure respondents were employed at the time of the survey and three respondents were retired. Of those employed:

- 80% (4) were full-time (e.g., more than 30hrs/week)
- 20% (1) were self-employed

In the **Town of Stony Plain**, 56% (59) of housing insecure respondents were employed at the time of the survey. Additionally, 14 respondents indicated they were retired. Of employed housing insecure respondents:

- 68% (41) were full-time (e.g., more than 30hrs/week)
- 12% (7) were part-time (e.g., less than 30hrs/week)
- 8% (5) were casual
- 5% (3) were self-employed
- 5% (3) indicated "other;" one stated they were on medical leave and two were working multiple jobs

Additionally, 2% (1) preferred not to answer.

Comparatively, 94% (29) of housing secure respondents were employed at the time of the survey and 18 respondents were retired. Of those employed:

- 69% (20) were full-time (e.g., more than 30hrs/week)
- 28% (8) were part-time (e.g., less than 30hrs/week)
- 3% (1) were self-employed

Income

Housing insecure respondents were also asked to disclose their approximate household income for the previous year. Responses varied widely, as seen in Table 11.

Table 11: Housing Insecure Respondents Approximate Household Income in the Last 12 Months

Total Household Income in the Last 12 Months	# (%) of Housing Insecure Respondents		
	Spruce Grove	Parkland County	Stony Plain
Less than \$22,000	54 (32%)	23 (39%)	27 (24%)
Between \$22,001 and \$55,000	72 (43%)	17 (29%)	47 (41%)
Between \$55,001 and \$88,000	20 (12%)	5 (8%)	17 (15%)
Between \$88,001 and \$132,000 ⁷	12 (7%)	5 (8%)	11 (10%)
More than \$132,001	4 (2%)	4 (7%)	8 (7%)
Prefer not to answer	6 (4%)	5 (8%)	4 (4%)

This can be broken down further to understand household income level by housing security status, as seen in Table 12.

⁷ It is important to remember the spectrum of homelessness when considering income rates amongst housing insecure respondents. Someone who is experiencing domestic or family violence, for example, is considered housing insecure no matter their annual household income. Additionally, it is important to remember that people cycle through the spectrum of homelessness regularly and just because some reported an annual household income of \$132,000 in 2024, for example, does not mean they are not experiencing housing insecurity in 2025 - this could have occurred as a result of job loss, a death in the family, increasing interest and utility rates, or any number of reasons.

Table 12: Respondents' Household Income in the Last 12 Months by Housing Status

Total Household Income in the Last 12 Months	Spruce Grove		Parkland County		Stony Plain	
	# (%) of Housing Secure Respondents	# (%) of Housing Insecure Respondents	# (%) of Housing Secure Respondents	# (%) of Housing Insecure Respondents	# (%) of Housing Secure Respondents	# (%) of Housing Insecure Respondents
Less than \$22,000	1 (4%)	54 (32%)	0 (0%)	23 (39%)	1 (2%)	27 (24%)
Between \$22,001 and \$55,000	3 (13%)	72 (43%)	2 (22%)	17 (29%)	5 (10%)	47 (41%)
Between \$55,001 and \$88,000	6 (25%)	20 (12%)	0 (0%)	5 (8%)	8 (16%)	17 (15%)
Between \$88,001 and \$132,000	4 (17%)	12 (7%)	2 (22%)	5 (8%)	10 (20%)	11 (10%)
More than \$132,001	6 (25%)	4 (2%)	4 (44%)	4 (7%)	12 (24%)	8 (7%)
Prefer not to answer	4 (17%)	6 (4%)	1 (11%)	5 (8%)	13 (27%)	4 (4%)

Of the housing insecure respondents in the City of Spruce Grove, 75% (126) reported a household annual income of \$55,000 or less compared to 42% (10) of housing secure respondents who reported an annual income of \$88,001 or more. Similarly, in Parkland County, 68% (40) of housing insecure respondents reported a household annual income of \$55,000 or less compared to 66% (6) of housing secure respondents who reported an annual income of \$88,001 or more. In the Town of Stony Plain, 65% (74) of housing insecure respondents reported a household annual income of \$55,000 or less compared to 44% (22) of housing secure respondents who reported an annual income of \$88,001 or more.

Interestingly, 12% of housing insecure respondents in the City of Spruce Grove, 8% of housing insecure respondents in Parkland County, and 15% of housing insecure respondents in the Town of Stony Plain reported a household annual income of between \$55,001 and \$88,000. This suggests that respondents who reported moderate income levels were experiencing housing insecurity, and again speaks to the spectrum of housing insecurity - respondents can and were making moderate income while unsheltered, emergency sheltered, provisionally accommodated, and/or at risk of housing insecurity.

Further, 68% (117) of housing insecure respondents in the City of Spruce Grove, 57% (35) of housing insecure respondents in Parkland County, and 71% (86) of housing insecure respondents in the Town of Stony Plain indicated they spent more than 30% of their household income on housing (e.g., rent or mortgage payments) in the 12 months prior to completing the survey.

Community Supports

To better understand service needs and gaps in the Tri-Municipal Region, respondents were asked: *“Which support services do you access and where do you most often access them?”*

In the **City of Spruce Grove**, housing insecure respondents primarily accessed services for:

- Basic needs (94%)
- Health and wellness services (44%)
- Family/parenting supports (28%)

In comparison, those accessing services outside of the community did so primarily for:

- Health and wellness services (57%)
- Legal services (35%)
- Crisis financial supports (35%)

In **Parkland County**, housing insecure respondents primarily accessed services for:

- Basic needs (94%)
- Health and wellness supports (40%)

In comparison, those accessing services outside of the community did so primarily for:

- Legal services (60%)
- Financial supports (60%)

In the **Town of Stony Plain**, housing insecure respondents primarily accessed services for:

- Basic needs (86%)
- Health and wellness supports (41%)
- Family/parenting supports (28%)

In comparison, those accessing services outside of the community did so primarily for:

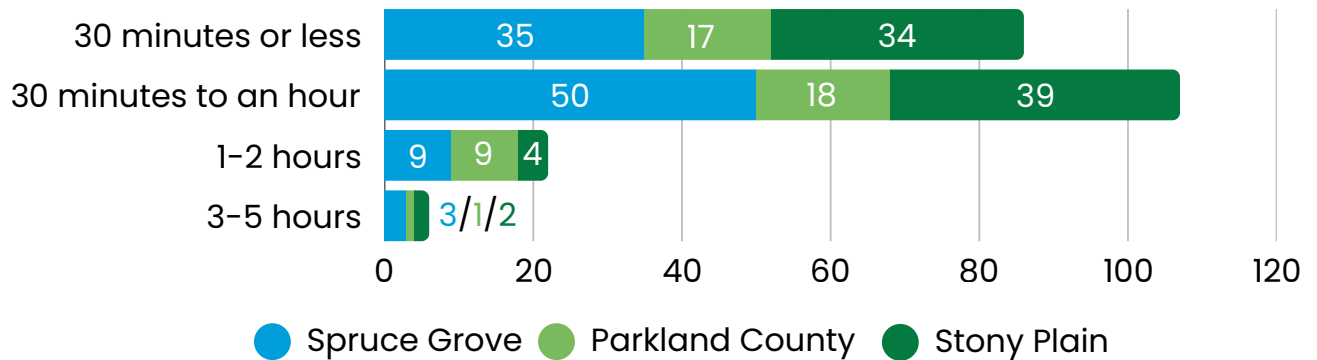
- Financial supports (34%)
- Health and wellness supports (34%)
- Legal services (32%)

Table 13: Reasons Housing Insecure Respondents Accessed Support Services

Total Household Income in the Last 12 Months	Spruce Grove		Parkland County		Stony Plain	
	# (%) of Respondents who Primarily Accessed Services in the Community	# (%) of Respondents who Primarily Accessed Services Outside of the Community	# (%) of Respondents who Primarily Accessed Services in the Community	# (%) of Respondents who Primarily Accessed Services Outside of the Community	# (%) of Respondents who Primarily Accessed Services in the Community	# (%) of Respondents who Primarily Accessed Services Outside of the Community
Basic needs (Food bank, clothing donations, public washrooms, etc.)	136 (94%)	0 (0%)	45 (94%)	4 (27%)	74 (86%)	9 (24%)
Shelter (Emergency shelter, domestic violence shelter, transitional housing, affordable housing, etc.)	19 (13%)	6 (16%)	5 (10%)	4 (27%)	3 (3%)	10 (26%)
Financial (Rental assistance, non-market housing, financial life skills training/education, etc.)	39 (27%)	12 (32%)	8 (17%)	9 (60%)	23 (27%)	13 (34%)
Crisis financial support (Eviction notices, utility shutoffs, damage deposits, etc.)	17 (12%)	13 (35%)	4 (8%)	4 (27%)	14 (16%)	10 (26%)
Family/Parenting (Child care, parental resources, relationship issues, child developmental assessment tools/referrals, etc.)	41 (28%)	5 (16%)	8 (17%)	6 (40%)	24 (28%)	7 (18%)
Health and wellness (Addictions, mental health, physical health care, spiritual or cultural well-being, etc.)	64 (44%)	21 (57%)	19 (40%)	8 (53%)	35 (41%)	13 (34%)
Legal (Separation/divorce/custody, wills/estates, employment/labour, landlord/tenant issues, immigration, criminal/misdemeanour, etc.)	26 (18%)	13 (35%)	8 (17%)	9 (60%)	12 (14%)	12 (32%)

Housing insecure respondents in the City of Spruce Grove, Parkland County, and the Town of Stony Plain travelled between 30 minutes to one hour when accessing services outside their individual communities, as seen in Figure 7 below.

Figure 7: Distance Travelled by Housing Insecure Respondents for Services Outside of the Community



In the **City of Spruce Grove**, 83% (116) of housing insecure respondents travelled by car or truck, 1% (1) took an e-bus, 14% (20) took public transportation, 19% (26) relied on a family member or friend, 9% (12) took a taxi or ride-share service, 2% (3) relied on a service agency or non-profit to arrange a ride for them, and 1% (2) hitchhiked or caught a ride with a stranger to access the services they need.

In **Parkland County**, 85% (46) of housing insecure respondents travelled by car or truck, 2% (1) took an e-bus, 9% (5) took public transportation, 15% (8) relied on a family member or friend, 6% (3) took a taxi or ride-share service, 2% (1) hitchhiked or caught a ride with a stranger, 2% (1) walked to access the services they need.

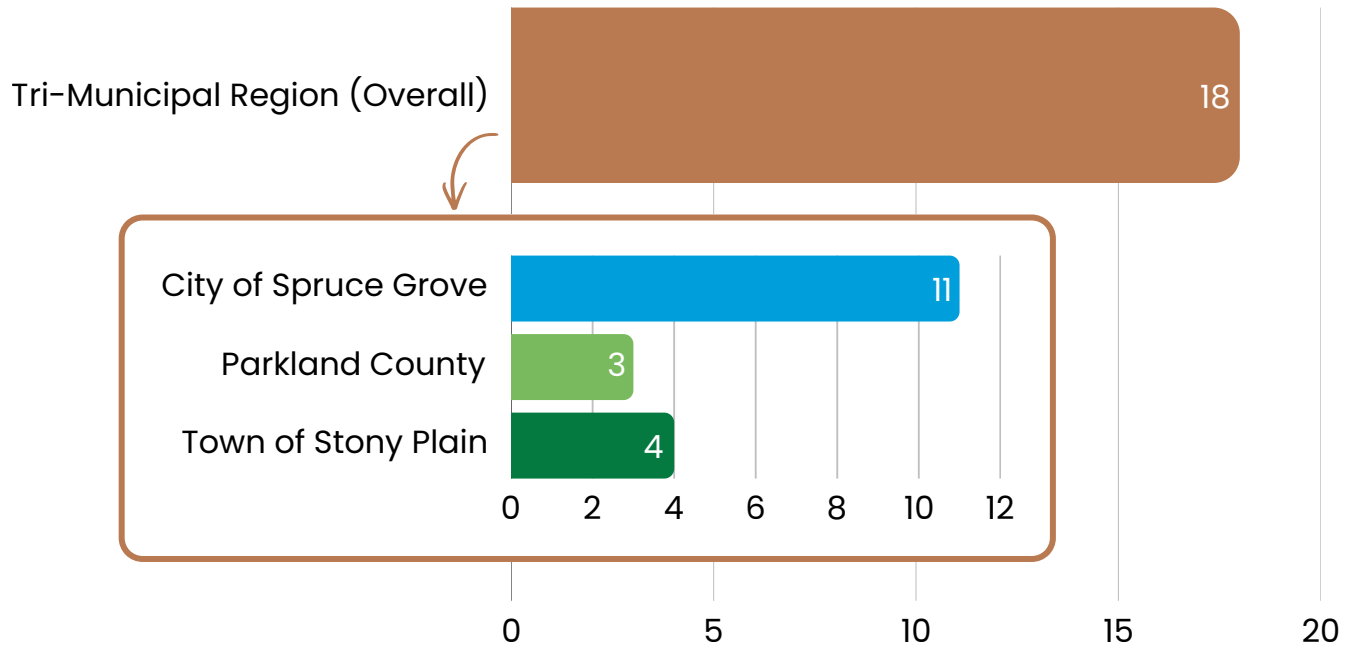
In the **Town of Stony Plain**, 85% (80) of housing insecure respondents travelled by car or truck, 2% (2) took an e-bus, 7% (7) took public transportation, 20% (19) relied on a family member or friend, 2% (2) took a taxi or ride-share service, 1% (1) relied on a service agency or non-profit to arrange a ride for them, 1% (1) hitchhiked or caught a ride with a stranger, and 3% (3) walked to access the services they need.

It is important to consider that respondents who are unable to access supports and services are more likely to continue experiencing housing insecurity than those who can access the necessary supports and services to stabilize their housing situation.

Shelter Use

Respondents across the Tri-Municipal Region reported staying in a shelter in the past year, as highlighted in Figure 8.

Figure 8: Shelter Use Breakdown by Community



Further, 13% (47) of housing insecure respondents reported needing emergency shelter services at some point in the 12 months before completing the survey, but did not access them. The main reason respondents did not access shelter services when they needed them was because there was no shelter available in their area. Table 14 further details the reasons housing insecure respondents did not access emergency shelter services when they needed them by community.

Table 14: Reasons Housing Insecure Respondents Did Not Access Shelter Services When Needed

Reason for Not Accessing Shelter Services	# (%) of Housing Insecure Respondents		
	Spruce Grove	Parkland County	Stony Plain
The right kind of shelter wasn't available (for example, I needed a women's or family shelter where I could stay with my kid(s) and couldn't access one)	7 (28%)	2 (18%)	1 (8%)
The shelter was full	8 (32%)	2 (18%)	3 (25%)
I exceeded my stay at a shelter	1 (4%)	1 (9%)	1 (8%)
No shelters in my area	10 (40%)	5 (45%)	7 (58%)
I didn't meet the intake criteria to access the shelter	2 (8%)	0 (0%)	3 (25%)
I didn't feel safe	8 (32%)	3 (27%)	4 (33%)
The shelter was unclean	4 (16%)	1 (9%)	2 (17%)
The shelter did not welcome me because of my gender identity	0 (0%)	0 (0%)	0 (0%)
Alcohol/substance use is not permitted on-site	0 (0%)	0 (0%)	1 (8%)
Lack of disability accommodations	2 (8%)	1 (9%)	3 (25%)
Lack of transportation	8 (32%)	0 (0%)	4 (33%)
No pets allowed	9 (36%)	6 (55%)	4 (33%)
The shelter was too far away from my family and/or friends	6 (24%)	0 (0%)	2 (17%)

“What Would You Like to See More of in Your Community?”

To gain more insight into respondents’ perceptions of service provision in the Tri-Municipal Region, they were asked: “Does your community provide enough... accessible and affordable housing; access to food; addictions and mental health supports; employment services; free/accessible recreation/social opportunities; public transportation services; social services?”

Table 15: Total Respondents’ Perceptions of the Tri-Municipal Region’s Provision of Services

City of Spruce Grove			
Does the Community Provide Enough:	Yes	No	Unsure
Accessible, affordable housing	19 (11%)	117 (66%)	40 (23%)
Access to food (grocery stores, markets, food banks, etc.)	140 (80%)	20 (11%)	15 (9%)
Addictions and mental health supports (counselling, treatment, post-treatment support, etc.)	39 (22%)	62 (35%)	74 (42%)
Employment services (resume writing, job searching, etc.)	52 (30%)	51 (30%)	69 (40%)
Free/accessible recreation/social opportunities	46 (26%)	84 (48%)	44 (25%)
Public transportation services	73 (43%)	63 (37%)	33 (20%)
Social services (libraries, emergency services, outreach programs, etc.)	94 (56%)	37 (22%)	38 (22%)
Parkland County			
Does the Community Provide Enough:	Yes	No	Unsure
Accessible, affordable housing	8 (13%)	34 (54%)	21 (33%)
Access to food (grocery stores, markets, food banks, etc.)	54 (81%)	11 (16%)	2 (3%)

Parkland County			
Does the Community Provide Enough:	Yes	No	Unsure
Addictions and mental health supports (counselling, treatment, post-treatment support, etc.)	19 (30%)	26 (41%)	19 (30%)
Employment services (resume writing, job searching, etc.)	13 (21%)	21 (34%)	28 (45%)
Free/accessible recreation/social opportunities	14 (23%)	48 (45%)	20 (32%)
Public transportation services	18 (28%)	29 (45%)	17 (27%)
Social services (libraries, emergency services, outreach programs, etc.)	37 (58%)	18 (28%)	9 (14%)
Town of Stony Plain			
Does the Community Provide Enough:	Yes	No	Unsure
Accessible, affordable housing	17 (11%)	91 (58%)	49 (31%)
Access to food (grocery stores, markets, food banks, etc.)	134 (84%)	12 (8%)	14 (9%)
Addictions and mental health supports (counselling, treatment, post-treatment support, etc.)	33 (21%)	59 (38%)	63 (41%)
Employment services (resume writing, job searching, etc.)	32 (21%)	50 (32%)	72 (47%)
Free/accessible recreation/social opportunities	54 (34%)	63 (40%)	42 (26%)
Public transportation services	62 (39%)	48 (31%)	47 (30%)
Social services (libraries, emergency services, outreach programs, etc.)	96 (61%)	28 (18%)	34 (22%)

In Table 15, there is a significant discrepancy in housing secure and housing insecure respondents who, at the time of the survey, believed there was enough accessible and affordable housing versus those who believed more housing was needed:

- 11% of respondents believed there was enough housing in the City of Spruce Grove compared to 66% who believed more housing was needed and 23% who were unsure.
- 13% of respondents believed there was enough housing in Parkland County compared to 54% who believed more housing was needed and 33% who were unsure.
- 11% of respondents believed there was enough housing in the Town of Stony Plain compared to 58% who believed more housing was needed and 31% who were unsure.



Opportunities Moving Forward

Based on the findings outlined in this report, RDN has identified three opportunities to address housing insecurity moving forward. They are:

- Foster community awareness and understanding of housing insecurity,
- Increase awareness of, and access to, services, and
- Encourage sustainable housing growth in the Tri-Municipal Region.

Foster community awareness and understanding of housing insecurity.

Implementing a community engagement strategy is crucial to addressing housing insecurity in the Tri-Municipal Region. The purpose of implementing a community engagement strategy is to support community learning on issues related to housing insecurity in the Tri-Municipal Region. More specifically, this will help inform residents about the spectrum of housing insecurity and the different experiences and realities of housing insecurity in their community. In addition, community conversations will aim to shift public perceptions of housing insecurity, ensuring that residents experiencing housing insecurity and any projects specific to addressing housing insecurity are met with understanding, empathy, and support.

Of the 437 survey respondents, only 162 self-identified as housing insecure. However, upon further analysis, 354 survey respondents were identified as housing insecure. This means that 192 respondents were unaware of their housing insecurity status and likely have not accessed social or housing services that could help improve their housing situation. A community engagement strategy would help increase residents' understanding of housing insecurity and make them aware of the current service offerings available to support their housing situations.

With at least 1,157 residents experiencing housing insecure living conditions, public perceptions of housing insecurity must be met with understanding and empathy to successfully address housing insecurity in the Tri-Municipal Region.

Recommendations:

- Host community conversations on housing insecurity.
- Host community conversations and opportunities to learn about emergency shelters and transitional housing developments.
- Promote programs and service offerings that support residents experiencing housing insecurity widely.
- Encourage inclusive and welcoming events that bring the whole community together.
- Identify and share community initiatives that focus on community connection.
- Offer orientation and training sessions around housing insecurity to support elected officials in leading the community to address housing insecurity in the Tri-Municipal Region.

Increase awareness of, and access to, services.

47% of housing insecure respondents indicated that they had to access health and wellness services (i.e., addictions supports, mental health supports and services, physical health care services, spiritual or cultural well-being services, etc.) outside of the Tri-Municipal Region. Additionally 38% had to access legal services outside of the Tri-Municipal Region. Further, of the housing insecure respondents who accessed services outside of the Tri-Municipal Region, between 51% from the City of Spruce Grove, 40% from Parkland County, and 49% from the Town of Stony Plain had to travel between 30 minutes to one hour to access services. While the majority travelled by car or truck, many had to rely on a family member or friend to take them, walk, bike, hitchhike, or catch a ride with a stranger to access services.

Additionally, 37% of total respondents, both housing secure and insecure, indicated more addictions and mental health supports (counselling, treatment, post-treatment support, etc.) were needed in the community.

Also important to note is that 54% of housing insecure respondents in the City of Spruce Grove, 57% of housing insecure respondents in Parkland County, and 44% of housing insecure respondents in the Town of Stony Plain are 45 years or older. With an aging housing insecure population, supports and services must be designed and offered specifically to reach older adults struggling with their housing situation. People experiencing housing insecurity age physiologically and psychologically at much higher rates than people who are housing secure. Most 45+ year-olds experiencing housing insecurity are considered seniors, as their physiological and psychological health match or surpass that of a 65+ year-old person who is housing secure; this is called “functionally geriatric” (Campbell et al., 2017; Demallie et al., 1997; Rota-Bartelink and Lipmann, 2007; McDonald et al., 2007). Moving forward, it is important to promote and increase awareness of current senior support services and to consider implementing new support services designed specifically for older adults experiencing housing insecurity.

Given this, efforts should be made to further identify service gaps in the community and address these gaps, either by offering new services or by better promoting the availability of current services that community members may not be aware of. Additionally, given that 100% of 2SLGBTQIA+ respondents in the City of Spruce Grove, 100% of racialized respondents in Parkland County and the Town of Stony Plain, and 94-95% of Indigenous respondents in the Tri-Municipal Region were housing insecure, it is important to consider whether services offered are inclusive and culturally appropriate.

Recommendations:

- Conduct an informal audit of services (also called service mapping) in the Tri-Municipal Region.
- Determine gaps in service delivery in the Tri-Municipal Region and develop or implement an action plan for filling any gaps in services.

- Promote current programs and service offerings that support community members experiencing housing insecurity and/or with health and wellness concerns.
- Promote current seniors-specific programs and service offerings.
- Conduct an Age-Friendly Assessment to review outdoor spaces and buildings, transportation and housing, respect and inclusion, social participation, civic participation and employment opportunities, communication and information, and community support and health services for their age-friendliness and develop an Age-Friendly Action plan.
- Host training sessions for service providers in the Tri-Municipal Region focused on providing inclusive and culturally appropriate services.

Encourage sustainable housing growth in the Tri-Municipal Region.

It is critical to highlight the need for accessible, affordable, adaptive, and appropriate housing projects to increase housing options in the Tri-Municipal Region. The number one reported reason for housing insecurity in the Tri-Municipal Region was high housing costs. Additionally, 66% of respondents in the City of Spruce Grove, 54% of respondents in Parkland County, and 58% of respondents in the Town of Stony Plain believed there was not enough accessible and affordable housing in the Tri-Municipal Region compared to 11-13% who believed there was enough accessible and affordable housing in the Tri-Municipal Region. Further, 16% of housing insecure respondents have moved between three and six times in the past 12 months while 6% of housing insecure respondents have moved more than six times in the past 12 months, suggesting a need for increased accessible and affordable housing to ensure respondent stability.

103 housing insecure respondents in the Tri-Municipal Region indicated that they lack specific amenities in their current housing situation, many of which are considered necessary for a secure living situation. At the time of the survey, 59% did not have sufficient and affordable heating, and 46% did not have fire protection (including fire extinguishers, smoke alarms, and a safe exit out of their space).

4% of respondents reported staying at an emergency shelter, extreme weather space, or women's/domestic violence shelter and 1% in transitional housing units in the past twelve months. Additionally, 6% of housing insecure respondents reported accessing shelter services outside of the Tri-Municipal Region.

It is also important to consider that 13% of housing insecure respondents reported needing emergency shelter services at some point in the 12 months before completing the survey, but did not access them. The main reason respondents did not access shelter services when they needed them was because there were no shelters in their area.

Recommendations:

- Conduct a regional housing needs and demands assessment to better understand housing need in the Tri-Municipal Region.
- Work with all levels of government to develop a model to deliver short- and long-term housing solutions in the community (e.g. emergency shelter, transitional housing, and affordable/below-market rate housing). This model should include wraparound supports (including basic needs supports) typically associated with a Housing First Program.
- Conduct community engagement sessions to address concerns and misconceptions around housing development.
- Implement a Housing First philosophy into service delivery in the Tri-Municipal Region.

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**RURAL
DEVELOPMENT
NETWORK**

Tri-Municipal Region

2025 Alberta Provincial Housing & Service Needs Estimation

TOTAL COMMUNITY MEMBERS EXPERIENCING HOUSING INSECURITY

1,157

Of the **437 survey submissions**, **83** respondents were housing secure and **354** were housing insecure.



There were **360 dependents** and **443 additional adults** who shared living conditions with housing insecure respondents.

TOP REASONS FOR HOUSING INSECURITY



High housing costs



Health challenges



Conflict and violence

18%

of housing insecure respondents indicated they were experiencing violence, abuse, and/or unwanted sexual activity at the time of the survey.

Survey respondents say the Tri-Municipal Region NEEDS MORE...



- Accessible and affordable housing
- Free/accessible recreation and social opportunities
- Public transportation

EMPLOYMENT



of housing insecure respondents were employed.



of employed housing insecure respondents were full-time.

TOP MISSING AMENITIES



sufficient heating



fire protection



drinking water

TOP SUPPORTS ACCESSED



basic needs



health & wellness



family/parenting

STONY PLAIN POVERTY REDUCTION STRATEGY

Plan at a Glance

Building a Safe, Caring and Responsive Community

Poverty affects 1 in 7 residents in Stony Plain, impacting the entire community.

Guided by four principles and 16 key priorities, the town's poverty reduction plan calls for collaboration across government, organizations, and the community. The ultimate goal: a community where everyone has a safe home and the opportunity to thrive. This "Plan at a Glance" is a high-level summary of the Stony Plain Poverty Reduction Strategy. For more details, see the full report.

Collaboration

Poverty affects all of us and it requires that all of us— public, private, non-profit organizations and individuals—come together to address it.

Dignity

Addressing poverty requires more than giving people things they need to survive; it requires establishing a system that ensures all people have the capacity to meet their basic needs with dignity.

Opportunity

People have a right not just to their basic needs but also to a life full of opportunities for physical and mental health, education, recreation, connection, and social belonging.

Resilience

Building strength and capabilities of community to positively deal with the complexities of life will help to break the inter-generational cycle of poverty and prevent further people from falling into poverty.

Priorities

Lived-experience perspectives
Regional impact

Income security
Housing security
Food security
Transportation
Childcare
Tech security

Vulnerable populations
Reconciliation
Life quality
Connections

Early Childhood
Education
Health



Collaboration

1. Foster and develop relationships with individuals who have lived experience.
2. Ensure Indigenous representation in poverty work.
3. Continue to enhance public awareness of a human rights-based approach to addressing poverty.
4. Continue to include public participation in actions and strategic planning.
5. Support regional efforts to address poverty through building collaboration between all systems and sectors.

Dignity

6. Advocate for general financial literacy for all—through schools, workplaces and community supports.
7. Promote understanding of the cost required to live in our community.
8. Explore and consider cooperative models to lower costs and share expenses.
9. Support regional efforts to provide coordinated access to services and housing.
10. Work with local landlords to consider creation of eviction prevention programs and rent subsidization program.
11. Explore possibilities and advocate repurposing existing spaces for transitional/emergency housing.
12. Advocate for affordable housing partnerships among local stakeholders.
13. Work to increase accessibility to healthy, local, sustainable food.
14. Support a coordinated community response to local food security solutions.
15. Work to strengthen local food infrastructure.
16. Research medical inequities in our community and advocate provincially for solutions.
17. Consider subsidized public transportation.
18. Encourage using transportation poverty lens in planning and development of affordable housing.

19. Explore ride sharing options.
20. Support Federal and Provincial initiatives for subsidization childcare program.
21. Encourage childcare professionals to explore redesign of services to accommodate non-standard work shifts.
22. Support local technology donation and distribution programs.

Opportunity

23. Build opportunities and capacity for marginalized groups to share issues, gaps, and build relationships with decision makers.
24. Support advancing actions as outlined in the Truth and Reconciliation Commission of Canada Calls to Action.
25. Promote reconciliation training.
26. Ensure recreation, cultural and social pursuits are accessible for individuals with low-incomes.
27. Build civic engagement opportunities for marginalized people.
28. Develop opportunities for community connecting.
29. Build community civic engagement.

Resilience

30. Work with interagency committees to enhance supports and navigation of resources for parents.
31. Support early childcare development education, training and awareness.
32. Emphasize literacy and numeracy skills in educational and training programs.
33. Encourage health and wellness programming.
34. Build knowledge and skills around food access and nutrition.
35. Research supported housing options for residents with mental health issues.



Council Presentation

POVERTY REDUCTION STRATEGY

June 2026

Our Vision

A community where everyone has a **safe home** and the **opportunity to thrive**.





Our Strategy

Building a safe, caring
and responsive
community.

Four Key Principles:

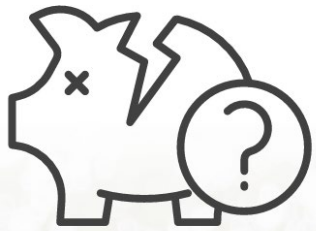
Collaboration

Dignity

Opportunity

Resilience

Poverty in Stony Plain

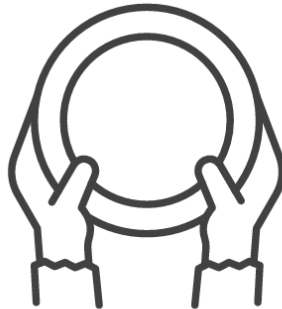


INCOME INSECURITY

\$54,480 Poverty line
(minimum income required to cover basic living needs, family of four)

\$24.30 Living wage

Canada Statistics Census Data 2021 (Market Basket Measure for Alberta urban region less than 30,000); Alberta Living Wage Network Data 2025



FOOD INSECURITY

1229 Residents had to use the food bank - often more than once

155 of the above are employed and yet still can't afford food

Parkland Food Bank, 2025



HOUSING INSECURITY

121 Stony Plain residents identified as 'at risk' of homelessness

7 are unsheltered

TriRegion Housing and Service Needs Estimate, 2025 (unofficial)



Poverty Reduction

Programs

- Financial Literacy
- Landlord Link Forum
- Early Childhood Caregiver event
- Community Volunteer Income Tax Program

Basic Needs

- Resource lists
- Help for Hard Times cards
- Housing information
- Transportation access

Awareness

- Pathways of Poverty
- Living wage
- Poverty Data Walk
- 211 - connections to resources

Collaboration

- Regional Housing Program
- TriRegion Housing and Service Needs Estimate
- Wishing You Wellness



Projects

Poverty Reduction:

- Tri-Region Reaching Home Partnership
- Housing and Service Needs Estimate
- Housing Accelerator – Guide to Stony Plain

Key Trends & Next Steps

- Awareness and understanding is growing
- Affordability is challenging all
- Collaboration is needed
- Strategy refinement and renewal





Questions

END OF ITEM



**REQUEST FOR DECISION
PUBLIC SESSION****GOVERNANCE & PRIORITIES COMMITTEE MEETING****MEETING DATE:** June 1, 2026**SUBJECT:** Arts, Culture, and Heritage Action Plan Update

EXECUTIVE SUMMARY

The Arts, Culture, and Heritage Action Plan (ACHAP) (2020) established a 5-year strategic framework to guide cultural development in alignment with community growth and Council priorities. Since its adoption, the Town has advanced a range of initiatives that support arts, culture, heritage, public art, and community cultural experiences. As the current plan has reached its intended lifespan, Administration has initiated the development of a new integrated Culture and Tourism Master Plan in 2026-2027.

RECOMMENDATION

That the Arts, Culture, and Heritage Action Plan update be accepted for information.

BACKGROUND

The ACHAP was adopted in 2020 as a 5-year master plan. It focused on strengthening community cultural experiences, growing public art and heritage initiatives, and enhancing Stony Plain's identity as a creative and vibrant community. The ACHAP identified strategic priorities through engagement with Council and interested parties including partners and the public.

Since the adoption of the ACHAP, Administration has advanced multiple initiatives identified within the plan, including:

- Creation and continued growth of Midsummer Thursdays as a recurring downtown event designed to create street-level cultural programming and experiences that residents and visitors can come across while exploring Old Town
- Expansion of Summer Sessions including relocation to Heritage Park, introduction of sponsorship opportunities, addition of mobile food vendors
- Completion of new mural and public art projects including The Places You'll Go, The Good Life, Comforts Past, Shaping the Future, The Wisdom Comes, and We Learn, Grow, and Transform Together
- Advancement of public art projects currently in development including the Community Recreation Facility sculptures, Potters' Guild mural, and Youth Centre mural planned for 2026
- Completion of the Public Art Strategy to guide future public art planning, funding, and project delivery
- Delivery of additional cultural programming and activations including sidewalk poetry, foraging walks, public art banners, Culture Days programming, and the Library/Blueberry Jams and Ukulele Workshop
- Advancement of Indigenous cultural initiatives through temporary public art installations, Youth Centre mural planning, and ongoing Skydancer funding applications

- Updated the Municipal Historic Designation Policy to the Municipal Historic Resources Policy and launched online associated program information and applications
- Ongoing digitization of historic site information and development of a future heritage plaquing program planned for 2026
- Integration of arts, culture, public art, and placemaking considerations into broader municipal planning projects including the Municipal Development Plan and Old Town Community Plan
- Advancement of cultural infrastructure discussions from the 2019 Arts and Culture Facility Plan and Conceptual Design Report, including exploration of a Cultural Hub/Incubator initiative

The ACHAP has reached its five-year lifespan and is due for update. In response, Administration has initiated development of a new Culture and Tourism Master Plan that will build on work completed through the existing plan while identifying current gaps, opportunities, and updated implementation actions. The process will include public participation opportunities. The anticipated completion of the plan is Q1 2027.

Relevant Statutes/Master Plans/Documents

1. Arts, Culture, & Heritage Action Plan
2. Municipal Development Plan
3. Municipal Historic Resources Policy
4. Art in Public Places Strategy
5. Strategic Plan 2026-2029
6. Tourism Master Plan

STRATEGIC ALIGNMENT & KEY ACTIONS

Stony Plain Strategic Plan 2026-2029:

- Conduct meaningful and relevant engagement with the public to support our future vision, plans, and delivery of services.
- Showcase Stony Plain’s diverse cultural identity through events, programs, and public art to strengthen connection, awareness, and support among residents and visitors.
- Enhance our downtown and commercial areas with destination marketing, events, and collaborative programs that welcome visitors, consumers, and patrons to Explore Stony Plain.

COMMUNICATION

This item will be included in the Council Highlights news release.

ATTACHMENTS

1. Arts, Culture, and Heritage Action Plan
2. Arts, Culture, and Heritage Action Plan Implementation Update
3. Presentation

Prepared by: Chantelle Laberge, Culture and Tourism Development Officer

Reviewed by: Brenda Otto, General Manager, Strategic Services

Approved by: Tom Goulden, Chief Administrative Officer

ARTS, CULTURE & HERITAGE ACTION PLAN

May 2020



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Prepared for the Town of Stony Plain By:

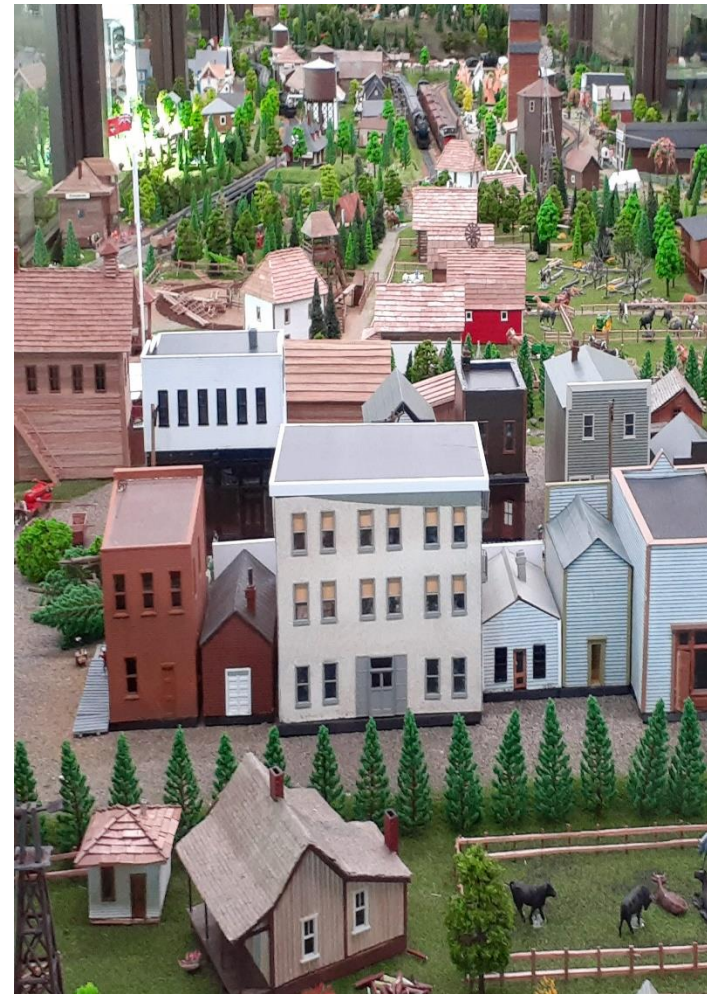


Introduction

The Stony Plain Arts, Culture and Heritage Action Plan is a road map to build upon the great work undertaken by the Town, its partners and citizens through the 2012 Stony Plain Cultural Master Plan by providing goals, considerations and potential tactics for investing in and supporting arts, culture and heritage over the next 5 years.

The Town of Stony Plain has integrated culture as a mechanism to advance key social and economic goals in multiple areas of planning. The 2012 Stony Plain Cultural Master Plan considers culture’s contribution to downtown revitalization, quality of place, the creative economy, social capital and youth engagement. This Action Plan continues to work off the momentum of the 2012 Cultural Master Plan positioning culture as an important part the quality of life of the community and a driver for the social and economic prosperity of Stony Plain.

Vision: **Our community’s culture begins with pride in its history, a commitment to inclusiveness and a creative path to our future.**



Stony Plain and Parkland Pioneer Museum



The General Store, David More

Guiding Principles:

- ⇒ Growth and development are managed in a way that encourages the vibrancy of our local cultural sector and preserves our unique sense of belonging and friendliness making our community a great place to live.
- ⇒ Culture and creative industries are integral to planning for sustainability, alongside other social, economic and environmental considerations.
- ⇒ Culture and creative cultural enterprises are essential to building a vibrant downtown that is a social and economic hub in our community.
- ⇒ Diversity in our community is a source of strength and we are committed to values of inclusion.
- ⇒ Cultural programs and activities are responsive and relevant to all parts of our community and through all phases of life.
- ⇒ The Town values and supports strong cultural organizations working together toward shared goals.

Culture Is

“The expression and celebration of the values and aspirations of a community or social group. This is expressed through all manner of human activities that characterize a community and its people and shape its unique sense of place. It includes the sharing of ideas; learning through expression in the fine, visual, literary, media, material and performing arts; heritage; and the shared experiences of history.” - Stony Plain 2012 Cultural Master Plan

This Action Plan uses the definition of culture and cultural resources contained in the Stony Plain Cultural Master Plan and aligned with the Parkland County Parks, Recreation and Cultural Master Plan¹ and the City of Spruce Grove Cultural Master Plan². All plans consider cultural resources as the multifaceted ways that culture is expressed and enjoyed as indicated here and as further defined in APPENDIX D: Cultural Resource Definitions.



¹ *Parkland County Parks, Recreation and Cultural Master Plan*; prepared by MDBI for Parkland County; 2017

² *City of Spruce Grove Cultural Master Plan*; prepared by MDBI for Spruce Grove; 2015



Enduring Connections, Paul Reimer

Creativity and Quality of Life

Albertans participate in an average of 2.5 cultural activities per month making Albertans the 4th highest consumers of culture in Canada compared to Quebec and PEI at 2.8 and BC at 2.7³

By embarking on cultural planning in 2012 Stony Plain recognized that every citizen should have the ability to live a creative life. Whether expressed through singing in a choir, working as professional-artists, or attending a theatrical performance the enjoyment and expression of culture increases quality of life and strengthens connections to place and each other. There is no statistical count of the number of artists living within Stony Plain however anecdotally many who contributed to this Action Plan referred to Stony Plain as a community with a high number of professional and amateur artists, creators and creative organizations and as a community known for art and creativity.

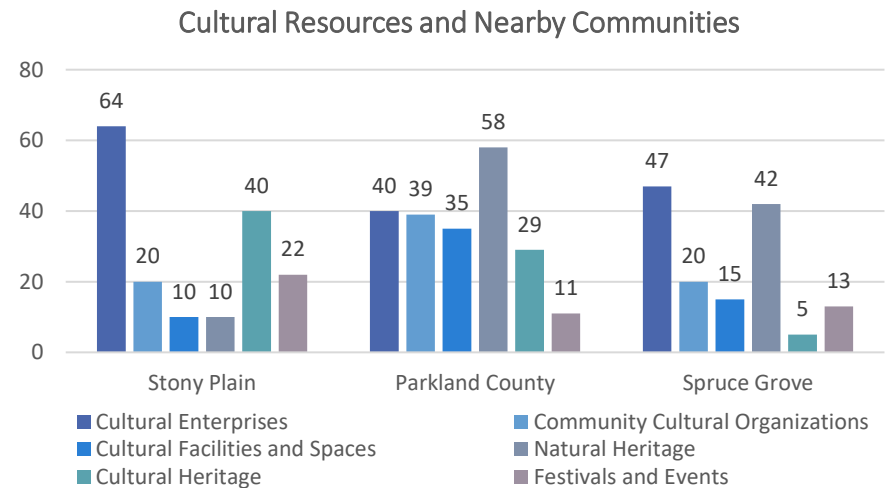
³ *Culture Track: Canada; Business for the Arts; 2018*

Economic Diversification and Growth

Culture contributes \$5.3 billion to Alberta’s annual economy and creates 53,739 jobs in the Province.⁴

Stony Plain is a town rich in creative industry⁵ including entrepreneurs and businesses that work in music, fine craft, photography, design, and performing arts to name just a few. The most recent data available can be found in the Parkland County 2017 Parks, Culture and Recreation Master Plan (below), which indicates that there are 64 Cultural Enterprise businesses in Stony Plain⁶ compared to Spruce Grove’s 47 and Parkland County’s 40 making Stony Plain the Tri-Municipal Region home of choice for cultural enterprises. These creative businesses employ local workers, attract tourists and provide programs and services that contribute to Stony Plain’s quality of life such as classes, workshops, programs and events that attract residents from Spruce Grove, Parkland County, Edmonton and beyond into the community.

Please note, that Cultural Facilities within this chart include infrastructure that is used for culture but not purpose built for cultural use such as community halls and general community use facilities. Definitions for each of the categories can be found in APPENDIX D.



⁴ *Statistics Canada: Culture and sport gross domestic product (GDP) per capita and as a share of the total economy; Government of Canada; 2017*

⁵ The creative economy comprises advertising, architecture, art, crafts, design, fashion, film, music, performing arts, publishing, R&D, software, toys and games, TV and radio, and video games (Howkins 2001, pp. 88–117). Some scholars consider that education industry, including public and private services, is forming a part of creative industry. https://en.wikipedia.org/wiki/Creative_industries

⁶ *Parkland County Parks, Recreation and Cultural Master Plan; prepared by Stantec, McElhanney and MDBI for Parkland County, 2017*

Community Building, Identity and Character

85.8% of Albertans feel that arts and culture make their community a better place to live.⁷

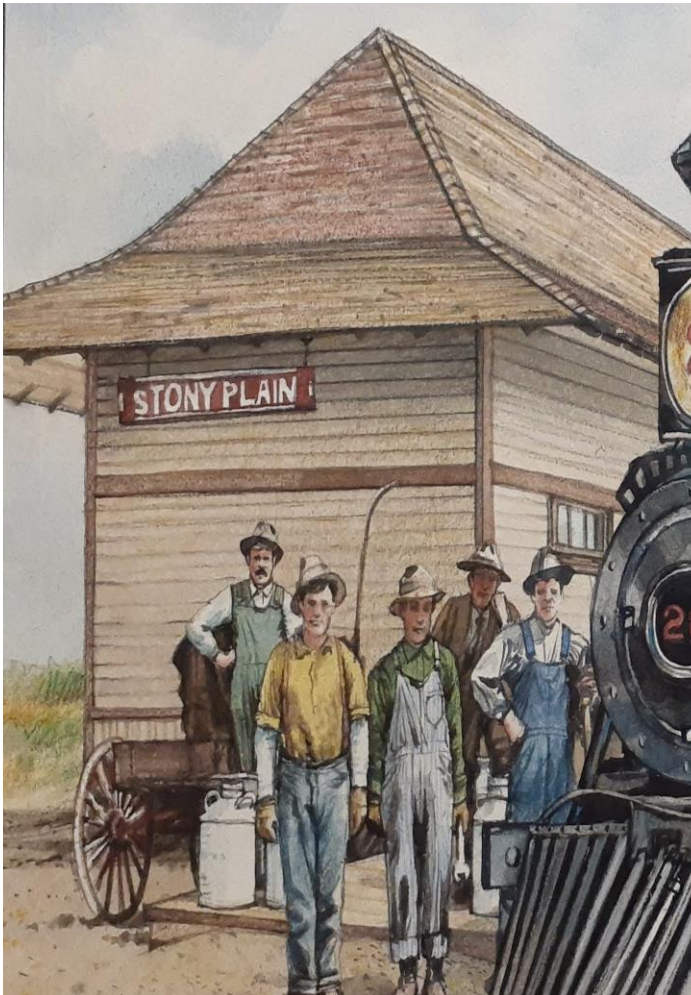
Culture is at the foundation of community development. Cohesive communities are built upon the capacity of those that live within them to understand, respect and trust one another – qualities that are often built through cultural interaction. Stony Plain is broadly recognized as a cultural centre built in part through the strong identity of the town expressed in its many historic murals, public art, and cultural institutions.



Stony Plain and Parkland Pioneer Museum

⁷ *Alberta Culture and Tourism Survey of Albertans; Government of Alberta; 2017*

Action Plan Goals



Strong Arm of the Law, Study, Doug Driediger

This Action Plan contains 12 goals that advance the cultural richness of Stony Plain through downtown creative placemaking, community connection, collaborative planning and participation, and town leadership. These goals are intended to take advantage of momentum created by the work that has been achieved through the 2012 Cultural Master Plan and opportunities for continued cultural development that exist within current Town priorities and planning. Operational considerations and potential tasks that advance Action Plan goals as well as additional Town planning goals are provided.

The goals of this Action Plan are SMART – Specific, Measurable, Attainable, Relevant and Time Based. They are intended to guide action over the next 3-5 years and compliment much of the work currently undertaken by the Town and partners.

Downtown Creative Placemaking

The Town will continue to develop Old Town as a niche regional destination, based on its unique identity, small-scale commercial experience and local events - Uniquely Stony Plain Municipal Development Plan 2020*

* The Uniquely Stony Plain Municipal Development Plan, 2020 referenced throughout was in draft final at the time this Action Plan was created.

Creative placemaking describes activity in which art, culture and heritage play an intentional and integrated role in community planning and development. It is often used to revive and re-energize downtown districts and enrich the relationship between citizens and the places they live, work and play. Creative placemaking has gained in popularity over recent years as cities and towns diversify and grow their economy through tourism and the creative industries, both of which are supported by a region's ability to capitalize on its unique character and culture.

The future vision for Stony Plain's downtown presents a perfect opportunity to highlight the unique culture through collaborative planning and development within the Town. It also presents an opportunity to work with and leverage the activity of partners in the non-profit and private sector to bring the vibrant vision for Stony Plain's downtown to life.

Creative Placemaking Goals:

1. Expand upon the success of the Mural Program to introduce new murals that highlight contemporary and indigenous stories throughout downtown.
2. Leverage downtown's critical mass of cultural infrastructure through creating a strongly identified 'cultural corridor'.

Community Connection

As Stony Plain grew, progressed and prospered, we maintained a strong sense of belonging and friendliness, making our community a great place to live. – Uniquely Stony Plain Municipal Development Plan 2020

Stony Plain is a town rich in diverse cultural offerings for all citizens regardless of age, ability or income. Much of the cultural programming available to Stony Plain residents can be found at destinations such as the Multicultural Heritage Centre, Stony Plain & Parkland Pioneer Museum, Parkland Potters’ Guild, and the Stony Plain Public Library. Continuing to ensure the strength and stability of these and other great cultural organizations within Stony Plain remains of ongoing importance.

Residents enjoy the connection to community that living in Stony Plain provides. There is an opportunity to build upon community activities and grow more community based cultural experiences that strengthen social bonds through inviting residents to share culture as a community in casual and interactive ways that may be ‘stumbled upon’.

Community Connection Goals:

3. Support and encourage the community to participate in the creation of more ongoing, accessible activities that build awareness and appreciate of local arts, culture and creative businesses.
4. Create the conditions for Summer Sessions to grow.
5. Preserve and celebrate the historic past of Stony Plain.

Collaborative Planning and Participation

While strengthening local networks in Stony Plain is essential to building collective capacity in the cultural sector, there are some issues and opportunities that can leverage stronger outcomes by adopting a regional approach. – Stony Plain Cultural Master Plan

Each member of the Tri-Municipal Region has its own unique strengths. Stony Plain is perceived by many residents (within and outside of the Town) as the cultural heart of the Region due to the many cultural opportunities and organizations, the historic Old Town, and a proliferation of murals and public art. There are opportunities of scale to be had by focusing on these strengths to build quality of life and preserve the unique culture of the Town while at the same time identifying places where delivering through partnership and playing to the strengths of Tri-Municipal Region partners is most effective.

In addition to regional collaboration, there are opportunities for collaboration with local stakeholders within the public sector that should be considered within the term of this Action Plan, particularly in relation to leveraging municipal investment for cultural infrastructure.

Collaborative Planning and Participation Goals:

6. Explore opportunities to streamline efforts and increase awareness of and access to cultural opportunities within the region through tri-regional partnerships.
7. Integrate Stony Plain's unique culture into public realm infrastructure.
8. Take a collaborative approach to planning for cultural infrastructure.
9. Support strong champions for Stony Plain's arts, culture and heritage.

Town Leadership

Stony Plain has made it clear that developing arts, culture and knowledge businesses is a significant priority for the economic and social success of the community. - Economic Development Strategic Plan

Cultural planning enabled through strong administrative and citizen leadership has served Stony Plain well over the past 8 years with 90% of the goals of the 2012 Cultural Master Plan either completed or in the process of being complete. Culture remains a priority in the development and growth of Stony Plain as evidenced by its role within many Town plans including the Strategic Plan, Economic Development Strategic Plan, Uniquely Stony Plain Municipal Development Plan 2020 and Old Town Community Plan. These key plans contain multiple goals, referenced throughout this plan and listed in Appendix B that can be advanced through cultural mechanisms.

The Culture and Tourism Development Officer has effectively advanced the goals of the 2012 Cultural Master Plan, often through developing partnerships and engaging stakeholders. However, the expansive nature of this combined role and the responsibilities that fall into this portfolio make it challenging for this single position to implement all of the recommendations set out in this Action Plan. It is recommended that capacity is increased, specifically to take advantage of the opportunities that the Old Town and other key Municipal plans present to grow Stony Plain's economy and cultural vibrancy.

Town Leadership Goals:

10. Enhance the capacity to advance existing planning goals and objectives that deliver economic impacts through culture.
11. Develop a Public Art Strategy.
12. Benchmark and measure cultural resources as an indicator of growth.

Detailed Action Plan

The Detailed Action Plan is intended to be a living document with operational considerations and tasks suggested to advance the stated goals within a 3 to 5-year period. In many cases these Operational Considerations and Tasks align with key Town planning goals and augment current activities undertaken by Cultural and Tourism Development. There may be additional operational considerations and tasks that are undertaken in the next 3 to 5-years that support these goals based on arising opportunities including opportunities in planning, partnership, funding or other.



Multicultural Heritage Centre

Downtown Creative Placemaking

Goal #1 - Expand upon the success of the Mural Program to introduce new murals that highlight contemporary and Indigenous stories throughout Downtown

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Explore the possibility to transform vacant storefronts in Old Town to create downtown temporary window murals that expand upon the historic murals and highlight contemporary and/or Indigenous culture.</p> <p>b) Continue to work with business and building owners to offer incentives to transform potential private space through murals and/or potential other forms of public art.</p> <p>c) Consider preferencing stories of contemporary culture and Indigenous stories for selection of future mural projects and /or artists.</p>	<p>Culture and Tourism Development</p> <p>Cultural Roundtable</p> <p>Economic Development</p> <p>Chamber of Commerce</p> <p>Other Cultural Partnered Organizations</p> <p>Artists</p>	<p>Public Art Budgeted Funds</p> <p>Old Town Community Plan Funding Programs (as available)</p> <p>Potential for Private Sector Sponsorship</p>	<p>The character of Main Street and Old Town is extended and expanded upon.</p> <p>The vibrant culture of today and rich Indigenous cultural past of Stony Plain are reflected in the Town’s murals and other forms of public art.</p>	<p>Number of new permanent or temporary murals within the Downtown.</p> <p>Murals that reflect contemporary culture.</p> <p>Murals that reflect indigenous culture.</p>

Goal #1 Alignment with Town Planning

2020 Corporate Plan 2020 – 2023 Strategic Plan	<ul style="list-style-type: none"> • Explore programs to enhance historic properties and the downtown area
Uniquely Stony Plain Municipal Development Plan 2020	<ul style="list-style-type: none"> • The Town will encourage the expansion of cultural programming, promote public art at nodes of civic activity and encourage artists, crafts people and creative enterprises to create, display and sell their work. • The Town will continue to develop Old Town as a niche regional destination, based on its unique identity, small-scale commercial experience and local events.
Old Town Community Plan 2019	<ul style="list-style-type: none"> • Encourage events, art installations, social and recreational activities on Main Street and in the Town Core. • The integration of Indigenous cultural practices and educational experiences into Town-owned cultural facilities will be explored with local Indigenous organizations and groups. • Public art features that promote the cultural connections of Stony Plain and the surrounding area will be supported on public property and encouraged on private property. • Involvement of local, regional and international art communities in the creation and design of unique public art pieces and murals throughout the OTCP area will be encouraged. • Temporary Placemaking Grants – Projects may include planting, signage, public art, sidewalk art, temporary public realm features. • Modern Mural Program – explore opportunities to work with existing businesses within the OTCP boundary to continue to expand the area’s collection of murals... especially in the lands flanking Main Street.

Goal #1 Alignment with Current Culture and Tourism Development Service Activity

- Ongoing work on murals and public art

Goal #2 - Leverage downtown’s critical mass of cultural infrastructure through creating a strongly identified ‘cultural corridor’

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Engage with downtown cultural institutions: Multicultural Heritage Centre, new Stony Plain Public Library, Parkland Potters’ Guild and the Stony Plain & Parkland Pioneer Museum to explore developing and supporting a ‘cultural corridor’.</p> <p>b) Work with Communications to explore ways to create destination and way finding signage between the Multicultural Heritage Centre, new Stony Plain Public Library, Parkland Potters’ Guild and Stony Plain & Parkland Pioneer Museum (downtown cultural institutions).</p> <p>c) Consider creating directional signage for the ‘cultural corridor’ at all entry points into Stony Plain. This could be connected to other signage directing traffic into the Old Town or as stand-alone signage.</p>	<p>Culture and Tourism Development</p> <p>Communications</p> <p>Planning and Infrastructure</p> <p>External Stakeholders</p>	<p>Old Town Community Plan Funding (as available)</p> <p>Public Art Funds (potential)</p>	<p>Residents and visitors can easily find and identify cultural institutions.</p>	<p>Increased identification of Multicultural Heritage Centre, new Stony Plain Public Library, Parkland Potters’ Guild and Pioneer Museum on major routes leading to these locations.</p>

Goal #2 Alignment with Town Planning

<p>2020 Corporate Plan 2020 – 2023 Strategic Plan</p>	<ul style="list-style-type: none"> • Relocated Stony Plain Library to downtown. • Signage Strategy - Design an innovative signage program that supports current needs, future objectives, builds on Stony Plain’s image, and provides necessary information to residents and visitors. • Signage Strategy – Promotes an attractive, cohesive and coherent brand, which conveys quality and sustainability and honours the Town’s heritage and culture in its design and construction. • Examining the feasibility of a cultural centre in Stony Plain.
<p>Uniquely Stony Plain Municipal Development Plan 2020</p>	<ul style="list-style-type: none"> • The Town will develop strategies to enhance its brand and generate awareness as a community of creativity and growth. • The Town will continue to develop Old Town as a niche regional destination, based on its unique identity, small-scale commercial experience and local events.
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> • Wayfinding, place-making, and visual indicators that surround and identify key areas within the OTCP area will be provided. • The development of a museum or additional cultural space within the OTCP area to provide space for historical and contemporary cultural events will be explored in conjunction with the ongoing development of the Recreation and Cultural Campus. • Public art features that promote the cultural connections of Stony Plain and the surrounding area will be supported on public property and encouraged on private property. • A cultural facility is a key component of the development concept for the Recreation and Cultural Campus. A cultural facility will provide an additional draw to the area and help to diversity the types and motivations of visitors in Stony Plain. • Entrance arches are proposed as part of the Downtown Streetscape Renewal to indicate where Main Street begins and ends...within the TOCP area including the Recreation and Cultural Campus, Heritage Park, and Town Core.

Goal #2 Alignment with Culture and Tourism Development Service Activity

- Public Art – Signage

Community Connection

Goal #3 - Support and Encourage the community to participate in the creation of more ongoing, accessible activities that build awareness and appreciation of local arts, culture and creative businesses

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Support the creation of a partnered regular early evening (family and senior friendly) event that draws residents downtown to enjoy culture together.</p> <p>i. Model the event on the “First Friday” style cultural events happening throughout North America. https://en.wikipedia.org/wiki/First_Friday_(public_event)</p> <p>ii. Delivered through partnerships with local cultural organizations, artists and downtown businesses.</p> <p>iii. Promote the event to residents within the Tri-Municipal Region with a focus on local resident participation.</p> <p>iv. Consider seasonality and select the season (at least 4 months) that works best for all partners for the inaugural year.</p> <p>b) Continue to encourage Cultural Institutions to provide programming that extends beyond their physical space and into public gathering areas within Old Town.</p>	<p>Cultural Roundtable</p> <p>Chamber of Commerce</p> <p>Culture and Tourism Development</p> <p>Visitor Centre</p> <p>Community and Protective Services</p>	<p>Additional resources required</p> <p>Funding through Old Town Plan Micro Grants (potential)</p> <p>Funding through existing Community Grants program</p> <p>Work with partners to apply for support through the GoA (AFA or CIP Grants) or</p>	<p>Old Town is seen as a vibrant cultural heart of Stony Plain.</p> <p>Residents and visitors are increasingly drawn to the opportunity with a large number of people of all ages participating in shared cultural experiences.</p> <p>Local artists and creative businesses work with existing downtown businesses towards</p>	<p>Growth in number of community cultural events.</p> <p>Growth in number of businesses participating in community cultural events.</p> <p>Growth in number of cultural programs and events taking place in Old Town.</p> <p>Growth in number of free</p>

<p>c) Continue to ensure street level programming that visitors can “come across” as well as expand upon partnered programming (in partner destinations) such as busking, street fire pits, food trucks, scavenger hunts, etc.</p>		<p>Edmonton Arts Council</p>	<p>a shared vision for a vibrant Old Town.</p>	<p>cultural events and activities.</p>
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Goal #3 Alignment with Town Planning

<p>2020 Corporate Plan 2020 – 2023 Strategic Plan</p>	<ul style="list-style-type: none"> • Explore programs to enhance historic properties and the downtown area. • Increase awareness of, and participation in, local art and cultural opportunities. • Continue promoting small business through networking events such as Culture FWD.
<p>Uniquely Stony Plain Municipal Development Plan 2020</p>	<ul style="list-style-type: none"> • The Town will encourage the expansion of cultural programming, promote public art at nodes of civic activity and encourage artists, crafts people and creative enterprises to create, display and sell their work. • The Town will work with public and private partners to foster diversity and creativity by supporting new economic opportunities, such as co-working spaces, and maintain a collaborative business environment. • The Town will educate the community to foster awareness and understanding of the economic importance of arts and culture, including festivals and other large gatherings. • The Town will develop strategies to enhance its brand and generate awareness as a community of creativity and growth. • The Town will build awareness of what Stony Plain offers as a destination for residents, tourism and businesses, by marketing to attract creative, independent people in a variety of economic sectors. • The Town will continue to develop Old Town as a niche regional destination, based on its unique identity, small-scale commercial experience and local events. • The Town will support OTCP to maintain and expand its priority as a pedestrian-oriented, mixed-use space with retail, service, office, creative, arts and culture, wellness, tourism, civic and entertainment uses.

	<ul style="list-style-type: none"> • To develop neighbourhoods that are socially and physically connected, the Town will enhance opportunities for community gathering by reinforcing the use of gathering places through social, recreational and cultural programming by both the Town and other groups and continuing to provide support and encouragement for a diverse range of community events and festivals.
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> • Encourage events, art installations, social and recreational activities on Main Street and in the Town Core. • Allow and encourage programming and events that make temporary use of Main Street and other parts of the public realm that may include changing the character and use of a public space for a period of time, formal programming in plazas and parks, and the creation of additional social spaces. • Collaboration with local partners and businesses to sponsor and promote events throughout the OTCP area will be encouraged. • Year-round community events that celebrate the cultural identity of Stony Plain will be supported. • In addition to major placemaking initiatives like the Town Square, cultural anchor, and other hard infrastructure projects, smaller scale placemaking ...including festivals, events, art installations, sports events and other cultural events.... it also includes more liberal use of the Town’s largest land assets by allowing temporary closure and use of its streets and avenues for public events. • Incentive Program Funding – Grant funding on a recurring and annual basis. • Main Street Temporary Closures - In conjunction with the provision of spaces to accommodate markets, social gatherings and other cultural events.

Goal #3 Alignment with Culture and Tourism Development Service Activity

- Chamber of Commerce Mobile Kiosk
- Horse and Wagon Mural Tours
- Creating Connections – Accessible Art Partnerships FCSS
- Cultural Roundtable

Goal #4 - Create the conditions for Summer Sessions to grow

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Work with interested partners to expand “Summer Sessions” programming throughout the year.</p> <p>i. Expand the Summer Sessions site</p> <p>ii. Consider street closures to allow more public gathering space, expand food and programming options through non-profit and private partnerships, etc.</p> <p>b) Consider how the future ‘Town Square’ can support a range of programming including outdoor performance, public gathering, food service and other cultural activities.</p>	<p>Culture and Tourism Development</p> <p>Planning and Infrastructure</p> <p>Community and Protective Services</p> <p>Cultural Roundtable</p> <p>Private and Non-Profit Community Partners</p>	<p>Growth dependent on partner resources</p> <p>Potential to access grant funding through GoA or Edmonton Arts Council</p>	<p>Summer Sessions continues to attract local audiences.</p> <p>Summer Sessions expands to a year-round program that highlights local and regional talent and increases awareness and appreciation of culture.</p>	<p>Growth in number of attendees at Summer Sessions.</p>

Goal #4 Alignment with Town Planning

<p>2020 Corporate Plan 2020 – 2023 Strategic Plan</p>	<ul style="list-style-type: none"> ● Increase awareness of, and participation in, local art and cultural opportunities. ● The Town will encourage the expansion of cultural programming, promote public art at nodes of civic activity and encourage artists, crafts people and creative enterprises to create, display and sell their work. ● The Town will educate the community to foster awareness and understanding of the economic importance of arts and culture, including festivals and other large gatherings. ● Create an infrastructure and land assembly plan supporting the construction of a Town Square in the downtown core. ● The Town will support OTCP to maintain and expand its priority as a pedestrian-oriented, mixed-use space with retail, service, office, creative, arts and culture, wellness, tourism, civic and entertainment uses. ● Continuing to provide support and encouragement for a diverse range of community events and festivals.
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> ● Allow and encourage programming and events that make temporary use of Main Street and other parts of the public realm that may include changing the character and use of a public space for a period of time, formal programming in plazas and parks, and the creation of additional social spaces. ● Collaboration with local partners and businesses to sponsor and promote events throughout the OTCP area will be encouraged. ● In addition to major placemaking initiatives like the Town Square, cultural anchor, and other hard infrastructure projects, smaller scale placemaking ...including festivals, events, art installations, sports events and other cultural events.... It also includes more liberal use of the Town’s largest land assets by allowing temporary closure and use of its streets and avenues for public events. ● Main Street Temporary Closures – In conjunction with the provision of spaces to accommodate markets, social gatherings and other cultural events.

Goal #4 Alignment with Culture and Tourism Development Service Activity

- Summer Sessions
- Cultural Roundtable

Goal #5 - Preserve and celebrate the historic past of Stony Plain

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Review and Update the Municipal Historic Designation Policy.</p> <p>b) Work with the Multicultural Heritage Centre to explore the possibility of reviewing and updating the Historic Registry to include all historic sites, including sites of Indigenous historic and cultural significance.</p> <p>c) Explore the potential to create a municipal heritage ‘plaquing program’ to identify and tell the stories of historic assets throughout Stony Plain.</p> <p>i. This program could be extended to private residences.</p> <p>ii. This program should also include Indigenous history and where relevant Indigenous language and names.</p> <p>iii. Consider promoting these locations and their stories through the existing Mural communications.</p>	<p>Culture and Tourism Development</p> <p>Multicultural Heritage Centre</p> <p>Potential: Stony Plain & Parkland Pioneer Museum, Stony Plain Public Library</p> <p>Private Property Owners</p>	<p>Funding required for research, creation and installation.</p> <p>Potential to seek funding as a program through GoA Heritage Awareness Grants or Canadian Heritage</p>	<p>Increase and preserve knowledge of heritage assets within Stony Plain.</p> <p>Enhance awareness and pride in the historic story of Stony Plain.</p>	<p>Growth of Historic Registry to include all historic sites including sites of Indigenous historic and cultural significance.</p> <p>Number of plaques indicating Historic Sites.</p>

Goal #5 Alignment with Town Planning

<p>2020 Corporate Plan 2020 – 2023 Strategic Plan</p>	<ul style="list-style-type: none"> • Explore programs to enhance historic properties and the downtown area. (Strategic Plan) • Signage Strategy – Promotes an attractive, cohesive and coherent brand, which conveys quality and sustainability and honours the Town’s heritage and culture in its design and construction.
<p>Uniquely Stony Plain Municipal Development Plan 2020</p>	<ul style="list-style-type: none"> • The Town, in conjunction with community groups, will strive to identify, conserve, maintain and creatively reuse significant historic resources, including recognition through a variety of means such as murals, commemorative plaques, naming and municipal designation. • (The Town will encourage) Significant archaeological, historical and cultural sites will be incorporated into the urban fabric. • The Town will consider preservation and integration of buildings considered to have a historical or architectural significance, or both, when redevelopment or infill development is proposed in the Areas of Stability
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> • The integration of Indigenous cultural practices and educational experiences into Town-owned cultural facilities will be explored with local Indigenous organizations and groups.

Goal #5 Alignment with Culture and Tourism Development Service Activity

- Cultural Roundtable
- Mural Guide Update

Collaborative Planning & Participation

Goal #6 - Explore opportunities to streamline efforts and increase awareness of and access to cultural opportunities within the region through Tri-Municipal Regional partnerships

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Review current activities to identify programs and initiatives that are led or supported by the town that could be delivered more efficiently and with greater impact through partnerships with Spruce Grove and/or Parkland County.</p> <p>b) Continue to work together through the Tri-Region Cultural Summit to consider ways to increase access and awareness of cultural opportunities which could take the form of shared programming, marketing, coordination or other.</p>	<p>Culture and Tourism Development</p> <p>In partnership with Spruce Grove and Parkland County Administration</p>	<p>No change</p> <p>Potential for reduction in existing resources</p>	<p>Stony Plain citizens have access to a diverse set of cultural opportunities throughout the region.</p> <p>Tri-Municipal residents seek out and participate in cultural opportunities throughout the region.</p>	<p>Number of Tri-Region Cultural Summits.</p> <p>Number of collaborative activities undertaken.</p>

Goal #6 Alignment with Culture and Tourism Development Service Activity

- Tri-Region Cultural Summit Outcome Meeting and Initiative
- Alberta Culture Days

Goal #7 - Integrate Stony Plain’s unique culture into public realm infrastructure

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Work to identify ways to reflect Stony Plain’s unique culture within architectural and design standards and guidelines (for Old Town and/or beyond).</p> <p>b) Continue to ensure culture is considered within relevant community planning which may include developing internal procedures for working with Culture and Tourism Development and stakeholders.</p> <p>c) Consider utilizing public art to create or enhance planned public realm gateways within Old Town.</p> <p>d) Consider ways in which art and artists can be engaged to support planned street scape improvements as part of the Signage Strategy and creation of public amenities (light standards, transit stops, street furniture, etc.).</p> <p>e) Explore opportunities to include public art and other public realm cultural assets within the Town’s asset management structure.</p>	<p>Culture and Tourism Development</p> <p>Planning and Infrastructure</p> <p>Cultural Roundtable / Public Art Committee</p>	<p>Potential - Existing Public Art allocation</p> <p>Old Town Community Plan Funding (as available)</p>	<p>Residents and visitors to Stony Plain clearly identify the town with a vibrant arts and culture sector.</p> <p>The Town has clear guidelines and approach to incorporate culture into planning and infrastructure.</p>	<p>Engagement of artists and creative industries in the development of new public realm infrastructure.</p>

Goal #7 Alignment with Town Planning

<p>2020 Corporate Plan 2020 – 2023 Strategic Plan</p>	<ul style="list-style-type: none"> • Signage Strategy - Design an innovative signage program that supports current needs, future objectives, builds on Stony Plain’s image, and provides necessary information to residents and visitors. • Signage Strategy – Promotes an attractive, cohesive and coherent brand, which conveys quality and sustainability and honours the Town’s heritage and culture in its design and construction. • Renew and implement the Cultural Master Plan including a Public Art Strategy to guide placement and design of public art
<p>Uniquely Stony Plain Municipal Development Plan 2020</p>	<ul style="list-style-type: none"> • The Town will encourage the expansion of cultural programming, promote public art at nodes of civic activity and encourage artists, crafts people and creative enterprises to create, display and sell their work. • The Town will develop strategies to enhance its brand and generate awareness as a community of creativity and growth. • The Town will continue to develop Old Town as a niche regional destination, based on its unique identity, small-scale commercial experience and local events. • The Town will support OTCP to maintain and expand its priority as a pedestrian-oriented, mixed-use space with retail, service, office, creative, arts and culture, wellness, tourism, civic and entertainment uses. • To develop neighbourhoods that are socially and physically connected, the Town will enhance opportunities for community gathering by reinforcing the use of gathering places through social, recreational and cultural programming by both the Town and other groups.
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> • Wayfinding, place-making, and visual indicators that surround and identify key areas within the OTCP area will be provided. • Encourage events, art installations, social and recreational activities on Main Street and in the Town Core. • Public art features that promote the cultural connections of Stony Plain and the surrounding area will be supported on public property and encouraged on private property. • Involvement of local, regional and international art communities in the creation and design of unique public art pieces and murals throughout the OTCP area will be encouraged.

	<ul style="list-style-type: none">• Entrance arches are proposed as part of the Downtown Streetscape Renewal to indicate where Main Street begins and ends...within the TOCP area including the Recreation and Cultural Campus, Heritage Park, and Town Core.• In addition to major placemaking initiatives like the Town Square, cultural anchor, and other hard infrastructure projects, smaller scale placemaking ...including festivals, events, art installations, sports events and other cultural events.... it also includes more liberal use of the Town’s largest land assets by allowing temporary closure and use of its streets and avenues for public events.• Temporary Placemaking Grants - Projects may include planting, signage, public art, sidewalk art, temporary public realm features.
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Goal #7 Alignment with Culture and Tourism Development Service Activity

- Public Art Strategy
- Public Art Project(s)
- Outdoor Piano Program
- Cultural Roundtable
- Mural Inspection and Conservation
- Mural Agreements / Easements

Goal #8 - Take a collaborative approach to planning for cultural infrastructure

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Work to align cultural infrastructure planning with existing regional plans and strategies.</p> <p>b) Advance the recommendations within the Arts & Culture Facility Plan and Conceptual Design Report.</p> <p>c) Explore the opportunity to create a combined culture, creative industry and small business incubator space as outlined in the Economic Development Strategic Plan.</p> <p>d) Consider the integration of Indigenous cultural practices and educations experiences into future cultural facilities.</p>	<p>Culture and Tourism Development</p> <p>Planning and Infrastructure</p> <p>Economic Development</p> <p>Multicultural Heritage Centre</p> <p>Chamber of Commerce</p> <p>In partnership with Spruce Grove and Parkland County Administration</p>	<p>Existing resources</p> <p>Additional resources may be required to advance recommendations within Arts & Culture Facility and Conceptual Design Report</p> <p>Cultural Spaces Canada, through Canadian Heritage, is investing \$300M over 10 years (2018-2028) in the development of creative hubs</p>	<p>Regional cultural infrastructure supports the needs of Stony Plain residents.</p> <p>Capital investment is leveraged through partners and at other orders of Government.</p> <p>Cultural infrastructure planning is aligned and supports other key Municipal plans.</p>	<p>Sq. ft. growth in cultural infrastructure.</p> <p>Number of potential partnerships explored for shared investment in infrastructure.</p> <p>Advancement of recommendations within the Arts & Culture Facility Plan and Conceptual Design Report.</p>

Goal #8 Municipal Planning Alignment

<p>2020 Corporate Plan 2020 – 2023 Strategic Plan</p>	<ul style="list-style-type: none"> • Examine the feasibility of a culture centre in Stony Plain.
<p>Uniquely Stony Plain Municipal Development Plan 2020</p>	<ul style="list-style-type: none"> • Cultural programs and facilities will account for future needs, under-represented groups and year-round programming. • The Town will support development in new economic areas such as e-commerce, the eco-industry, knowledge-based, wellness and creative sectors. • The Town will work with public and private partners to foster diversity and creativity by supporting new economic opportunities, such as co-working spaces, and maintain a collaborative business environment. • The Town will foster and strengthen partnerships with businesses, government, school boards, post-secondary institutions and non-profit sectors to develop and operate recreational, cultural and community facilities.
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> • The development of a museum or additional cultural space within the OTCP area to provide space for historical and contemporary cultural events will be explored in conjunction with the ongoing development of the Recreation and Cultural Campus. • The integration of Indigenous cultural practices and educational experiences into Town-owned cultural facilities will be explored with local Indigenous organizations and groups. • A cultural facility is a key component of the development concept for the Recreation and Cultural Campus. A cultural facility will provide an additional draw to the area and help to diversity the types and motivations of visitors in Stony Plain.
<p>Economic Dev. Strat Plan 2019 Update</p>	<ul style="list-style-type: none"> • Investigating and if feasible acting upon the creation of incubator space for entrepreneurs to thrive within the community.
<p>Arts & Culture Facility Plan and Conceptual Design</p>	<ul style="list-style-type: none"> • The recommended facility program and the concept needs to be vetted with the community and stakeholders. While its development was based on input from these constituencies there is a need to review concepts being considered with them. • Potential siting of a new facility needs to be explored. If the preference is for a renovated building exploration of possible spaces needs to be completed. • The involvement of regional partners needs to be explored and determined.

Goal #8 Alignment with Culture and Tourism Development Service Activity

- Tri-Regional Cultural Summit Outcome Meeting and Initiative

Goal #9 - Support strong champions for Stony Plain’s arts, culture and heritage

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Undertake a review of the Cultural Roundtable Terms of Reference.</p> <ul style="list-style-type: none"> i. Remove barriers to membership that prevent active cultural champions from participating. ii. Streamline committees to maintain committees that have active and ongoing work. iii. Assemble ad-hoc working groups as needed to focus on projects. <p>b) Encourage and support members of the Round Table to continue to serve as champions for the Action Plan and public ambassadors for arts, culture and heritage within Stony Plain.</p> <p>c) Continue to support Town Council in their role as champions for Stony Plain arts, culture and heritage.</p>	<p>Cultural Services</p> <p>Cultural Roundtable</p>	<p>No Change / potential reduction in Municipal Resources</p>	<p>The Cultural Roundtable is inclusive of all people that contribute the vibrancy of culture in Stony Plain.</p> <p>The Cultural Roundtable continues to be an effective tool to support the advancement of the cultural plan, action plan and other cultural initiatives.</p>	<p>Initiatives undertaken by the Cultural Roundtable that Champion culture in Stony Plain.</p>

Goal #9 Town Planning Alignment

2020 Corporate Plan 2020 – 2023 Strategic Plan	<ul style="list-style-type: none"> • Renew and implement the Cultural Master Plan including a Public Art Strategy to guide placement and design of public art.
Uniquely Stony Plain Municipal Development Plan 2020	<ul style="list-style-type: none"> • The Town will encourage the expansion of cultural programming, promote public art at nodes of civic activity and encourage artists, crafts people and creative enterprises to create, display and sell their work.
Old Town Community Plan 2019	<ul style="list-style-type: none"> • Public art features that promote the cultural connections of Stony Plain and the surrounding area will be supported on public property and encouraged on private property. • Involvement of local, regional and international art communities in the creation and design of unique public art pieces and murals throughout the OTCP area will be encouraged. • Entrance arches are proposed as part of the Downtown Streetscape Renewal to indicate where Main Street begins and ends...within the TOCP area including the Recreation and Cultural Campus, Heritage Park, and Town Core.

Goal #9 Alignment with Culture and Tourism Development Service Activity

- Cultural Roundtable

Town Leadership

Goal #10 - Enhance the capacity to advance existing planning goals and objectives that deliver economic impacts through culture.

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
a) Examine mechanisms to increase capacity for cultural planning and actions that advance key recommended under the Action Agenda. b) Consider the creation of a PT or FT position or addition of contract support within this examination.	Culture and Tourism Development Economic Development Planning and Infrastructure Chamber of Commerce Cultural Roundtable	Additional resources required	Create Old Town into a niche regional destination, based on its unique identity small-scale commercial experience and local events. Develop the conditions for creative industries to locate and thrive in Stony Plain.	Growth in capacity of Culture and Tourism Development. Growth in number of cultural resources.

Goal #10 Town Planning Alignment

<p>2020 – 2022 Corp. Plan 2020 – 2023 Strat. Plan</p>	<ul style="list-style-type: none"> • Create more prominent tourism destination marketing with the business community and regional partners.
<p>Uniquely Stony Plain Municipal Development Plan 2020</p>	<ul style="list-style-type: none"> • The Town will support development in new economic areas such as e-commerce, the eco-industry, knowledge-based, wellness and creative sectors. • The Town will work with public and private partners to foster diversity and creativity by supporting new economic opportunities, such as co-working spaces, and maintain a collaborative business environment. • The Town will educate the community to foster awareness and understanding of the economic importance of arts and culture, including festivals and other large gatherings. • The Town will develop strategies to enhance its brand and generate awareness as a community of creativity and growth. • The Town will build awareness of what Stony Plain offers as a destination for residents, tourism and businesses, by marketing to attract creative, independent people in a variety of economic sectors. • The Town will continue to develop Old Town as a niche regional destination, based on its unique identity, small-scale commercial experience and local events.
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> • Encourage events, art installations, social and recreational activities on Main Street and in the Town Core. • Collaboration with local partners and businesses to sponsor and promote events throughout the OTCP area will be encouraged. • In addition to major placemaking initiatives like the Town Square, cultural anchor, and other hard infrastructure projects, smaller scale placemaking ...including festivals, events, art installations, sports events and other cultural events.... it also includes more liberal use of the Town’s largest land assets by allowing temporary closure and use of its streets and avenues for public events.
<p>Economic Development Strategic Plan 2019 Update</p>	<ul style="list-style-type: none"> • Continue promoting small business through networking events such as Culture FWD. • Investigating and if feasible acting upon the creation of incubator space for entrepreneurs to thrive within the community.

Goal #10 Alignment with Culture and Tourism Development Service Activity

- Chamber of Commerce Relationship

Goal #11 - Develop a Public Art Strategy

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Strategy should clearly outline the internal mechanisms and process for funding public art, in line with the existing policy.</p> <p>b) Where possible, strategy should reflect actions outlined in this Plan as priorities for new public art projects.</p> <p>c) The Strategy should identify thematic priorities for public art that may include:</p> <ul style="list-style-type: none"> i. Reflecting the culture of Stony Plain today and into the future to compliment the historic murals. ii. Working with Indigenous artists from the Treaty 6 region. iii. Public Art projects that engage community either through their creation or as a finished piece. iv. Public Art integration into street furniture and urban design. 	<p>Cultural and Tourism Development</p> <p>Cultural Roundtable</p> <p>Other Community Partners</p>	<p>Additional resources required</p>	<p>More efficient and reliable internal public art processes with planning for public art integrated across internal departments.</p> <p>Public art reflects the unique cultural story of Stony Plain’s past, present and future.</p> <p>Citizens see public art as contributing to the quality of life in Stony Plain.</p>	<p>Development of a Public Art Strategy.</p>

Goal #11 Alignment with Town Planning

2020 Corporate Plan 2020 – 2023 Strategic Plan	<ul style="list-style-type: none"> • Renew and implement the Cultural Master Plan including a Public Art Strategy to guide placement and design of public art.
Uniquely Stony Plain Municipal Development Plan 2020	<ul style="list-style-type: none"> • The Town will encourage the expansion of cultural programming, promote public art at nodes of civic activity and encourage artists, crafts people and creative enterprises to create, display and sell their work.
Old Town Community Plan 2019	<ul style="list-style-type: none"> • Public art features that promote the cultural connections of Stony Plain and the surrounding area will be supported on public property and encouraged on private property. • Involvement of local, regional and international art communities in the creation and design of unique public art pieces and murals throughout the OTCP area will be encouraged. • Entrance arches are proposed as part of the Downtown Streetscape Renewal to indicate where Main Street begins and ends...within the TOCP area including the Recreation and Cultural Campus, Heritage Park, and Town Core.

Goal #11 Alignment with Culture and Tourism Development Service Activity

- Cultural Roundtable
- Public Art Review / Update Policy and Internal Procedures

Goal #12 - Benchmark and measure cultural resources as an indicator of growth

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
a) Consider establishing a baseline inventory of cultural resources within Stony Plain. b) Benchmark growth against this inventory in 5 years.	Culture and Tourism Development	No additional resources required	Planning success is measured by the growth of cultural resources within Stony Plain.	Benchmarking complete Growth in number of cultural resources

Goal #12 Alignment with Current Cultural Service Activity

- Create an Arts, Culture and Heritage Action Plan

Resources



Parkland Potters' Guild

Actions outlined within this plan rely on existing and new resources to be advanced. Outlined below are an encapsulation of resources required and suggestions for re-allocation of existing resources where possible to best respond to the findings and actions within this plan.

Human and Financial Resources

Consideration has been given to ensure that most of the actions within this report can be achieved through the strategic direction of current and projected Town expenditures, support from partners and stakeholders and potential support through existing grant programs at the municipal (Edmonton), Provincial and National levels. In some cases, goals may result in a reduction in Municipal resources and in others additional Municipal resources and capacity may be required as indicated on the next page.

Resource Allocation

GOAL	Resource or Capacity Reduction	Existing Resources	Additional Resources Required	Additional Capacity Required	Potential Partner Support
1. Expand upon the success of the Mural Program to introduce new murals that highlight contemporary and Indigenous stories throughout Downtown		✓		✓	✓
2. Leverage downtown’s critical mass of cultural infrastructure through creating a strongly identified ‘cultural corridor’		✓		✓	✓
3. Support and Encourage the community to participate in the creation of more ongoing, accessible activities that build awareness and appreciation of local arts, culture and creative businesses			✓	✓	✓
4. Create the conditions for Summer Sessions to grow		✓			✓
5. Preserve and celebrate the historic past of Stony Plain			✓	✓	✓
6. Explore opportunities to streamline efforts and increase awareness of and access to cultural opportunities within the region through Tri-Municipal Regional partnerships	✓				✓
7. Integrate Stony Plain’s unique culture into public realm infrastructure		✓		✓	
8. Take a collaborative approach to planning for cultural infrastructure	✓	✓			✓
9. Support strong champions for Stony Plain’s arts, culture and heritage	✓				✓
10. Enhance the capacity to advance existing planning goals and objectives that deliver economic impacts through culture.			✓	✓	
11. Develop a Public Art Strategy			✓		
12. Benchmark and measure cultural resources as an indicator of growth.		✓			

Methodology

Stakeholder Engagement and Review

For full stakeholder engagement findings see APPENDIX A: What We Heard

Consultation related to the needs and preferences for arts, culture and heritage in Stony Plain either directly or gathered previously through engagement related to the Arts & Culture Facility Plan and Conceptual Design Report. Direct consultation included:

1. Working session with members of the Cultural Roundtable
2. Working session with key Town of Stony Plain staff including:
 - a) Planning and Infrastructure
 - i) Planning
 - ii) Engineering
 - b) Office of the Chief Administrative Officer
 - i) Economic Development
 - ii) Strategic Services
 - iii) Culture and Tourism
 - iv) Corporate Communications
 - c) Community and Protective Services
 - i) Community Programs
 - ii) Facilities
3. Review of citizen engagement around needs and priorities for cultural infrastructure conducted in support of the Arts & Culture Facility Plan and Conceptual Design 2019 report.
4. One-on-one interviews with residents and stakeholders of Stony Plain's cultural sector including:
 - a) Anna Sommerville, President, Blueberry Bluegrass Festival
 - b) Brandi Watson, Manager, Horizon Stage

- c) Brent Oliver, Director of Cultural Services, Spruce Grove
- d) Dave Goetz, Owner, Moonshiners
- e) Dianne Brown, Board Member, Parkland Potters' Guild
- f) Laurie Brown, Owner, Porch Swing Entertainment
- g) Lois Hamm, Owner, Gossamer Treasures
- h) Phillip Campiou, Indigenous Knowledge Keeper, Grassland Tipi
- i) Sarah Mate, Director of Community Services, Parkland County
- j) Twyla McGann, Museum and Archives, Multicultural Heritage Centre
- k) Allison Stewart, Executive Director, Stony Plain Public Library and Chair, Cultural Roundtable
- l) David Fielhaber, Executive Director, Stony Plain & Parkland Pioneer Museum
- m) Dianne Meili, Potter and Author, Indigenous Representative, Cultural Roundtable
- n) Melissa Hartley, Executive Director, Multicultural Heritage Centre
- o) Presentation and review of current state and engagement findings by Stony Plain Town Council.

Current Planning Review

For full current planning review findings see APPENDIX B: Current Planning Review

Review of key Town of Stony Plain and regional planning documents focused on identifying planning goals and strategies where arts, culture and heritage may play a role. Reviewed plans include:

- a) 2012 Cultural Master Plan
- b) 2020 – 2023 Town of Stony Plain Strategic Plan
- c) 2020 Corporate Plan
- d) Economic Development Strategic Plan (2019 Update)
- e) Uniquely Stony Plain Municipal Development Plan 2020
- f) Old Town Community Plan

- g) Arts & Culture Facility Plan and Conceptual Design
- h) Target Sector Study and Marketing Plan

Cultural Planning Practice Review

For full cultural planning practice findings see APPENDIX C: Cultural Planning Practice Review

Review of selected cultural plans that provides intelligence around contemporary practice in Canadian cultural planning. Findings from this report will ensure alignment with best practice in contemporary cultural planning where relevant and applicable. Plans were selected for this review based on a combination of the following criteria:

Primary Consideration

Accolades and peer recognition for the plan.

Secondary Considerations

1. The municipality is within similar or future projected growth size of Stony Plain
2. The municipality is within a short (1 hour) drive to a major centre or tourism region

The selected municipalities were:

- Collingwood, ON
- Temiskaming Shores , ON
- Centre Wellington, ON
- Maple Ridge, BC
- Okotoks, AB

Appendix A: What We Heard

This report is an encapsulation of feedback gathered related to needs and preferences for arts, culture and heritage in Stony Plain either directly or previously through engagement related to the recent Arts & Culture Facility Plan and Conceptual Design Report. Findings from this report will ensure that recommendations in the Action Plan reflect and respond to the needs and preferences of citizens, stakeholders and the Town.

Emerging themes

Top 10 broad themes emerging are listed below. Please note, themes are listed generally and not ranked in order of importance.

1. Citizens are the town's best cultural resource and need to be strongly connected into cultural opportunities within Stony Plain
2. The Town is very supportive of arts, culture and heritage programs and initiatives
3. There is a desire for more opportunities to bring residents together through the shared enjoyment of culture
4. Downtown renewal can capitalise on the cultural strengths of Stony Plain
5. Cultural Institutions play an important role in the cultural life of Stony Plain
6. There is a desire and willingness for regional collaboration
7. Creative entrepreneurs and artists are essential contributors to quality of life of Stony Plain
8. Creative entrepreneurs and artists are essential contributors to the economic prosperity of Stony Plain
9. Mechanisms that support telling Stony Plain's unique cultural story need to be strengthened and expanded to include Indigenous and contemporary stories
10. There is interest in developing a 'creative hub' in Stony Plain

The bullets below each emerging theme are taken from one on one interviews and reviews of past engagement. Where possible, they are captured as direct quotes from participants.

1. The Town's best cultural resource are its citizens, especially when they are strongly connected into cultural opportunities within Stony Plain
 - Word of mouth is still reliable as a way to spread information about cultural activities however as the town grows there is a growing need to enhance formal marketing and communications to ensure all residents are aware of the cultural activities available.
 - The cultural life of the Town is an attractor for new residents and a key part of Stony Plain's place-brand.
 - There are many artists and creative workers living in Stony Plain.
 - Newcomers to Stony Plain, those residing in new communities, and those living within the region may not be aware of cultural opportunities within Stony Plain or may not know how to get involved in the cultural life of the town.
 - An artists in residence for the community (or within specific geographic communities) could help to build connectivity among neighbours.
 - Artists living and working in Stony Plain may form part of a "basement economy" where they are working in isolation and not always connected into the broader cultural life of the community.
 - Volunteerism within the town is shrinking as younger generations are not responding to volunteer needs in the same ways as the aging population once did.
 - There needs to be more spaces for youth to contribute their voices and energy to the cultural vitality of the town.

2. The Town is very supportive of arts, culture and heritage programs and initiatives
 - Council has shown strong support for cultural initiatives such as public art, murals and the role of culture as a driver within other planning.
 - The Culture and Tourism Development Officer provides critical support for the cultural health of Stony Plain through forming strategic partnerships and supporting local initiatives.

- The Cultural Roundtable is an important initiative to connect cultural leadership within the town and to inform cultural planning and programs.
 - There is strong interest across multiple town departments to consider how the development of new cultural infrastructure and programs can contribute to advancing Town planning goals.
 - There is strong cross departmental communication within the Town.
 - The Town has partnerships in place with public and private organizations that they can leverage in developing the cultural life of Stony Plain.
 - There is political and planning support for culture's importance in relation to the economic vibrancy of the Town.
 - There is interest in seeing the Town play a stronger role in advertising and promoting Stony Plain art and local artists through things such as promotional events, markets, or online marketing campaigns.
 - The town has a role to play in pro-actively encouraging and supporting creative entrepreneurs and arts related businesses to start-up and thrive in Stony Plain.
 - Engagement with Indigenous artists and creators could be strengthened by extending Council invitations to Indigenous cultural activities or through Council participating in learning exercises around Indigenous ways of knowing, such as the blanket exercise.
 - There is an opportunity for Council and the Town generally to consider their role in responding to the recommendations within the Truth and Reconciliation Commissions report.
 - The budget for cultural programming, including staff support, needs to grow as the population increases so as to be able to expand capacity and participation in popular programs such as Summer Sessions.
3. There is a desire for more opportunities to bring residents together through the shared enjoyment of culture
- The fabric of the community is strengthened when people come together through shared experience.
 - The strength of Summer Sessions and programs like Adopt a Bridge is that they build community through bringing people together.
 - Recent public art projects that involve citizens are popular and embraced by people of all ages.

- Public cultural summits showed off the cultural vitality of the Town.
 - Currently, there is a limited number of initiatives and broad public programs that bring citizens together over the winter (winter strategies are being considered currently for parks and pathways).
 - Citizen participation is strong for events, even those events that are not considered every-day cultural offerings such as Citizenship Ceremonies.
 - The ties to agriculture are deep within Stony Plain, however there are not great opportunities to come together and celebrate or share culture through food.
 - There is a strong appetite for live music and music events in Stony Plain and region with a big country music community in and around Stony Plain (over 300 members of the Alberta Country Music Association are based in the region).
 - Initiatives like Alberta Culture Days provide opportunities for all cultural organizations to work together on a central initiative.
 - Moving the Indigenous Day celebrations to Enoch was supported by Enoch residents and seen as a positive way to build relationships between the Town and the Nation, however the Enoch location does not broadly support stronger connections between Indigenous and Non-Indigenous people.
 - Many events take place in locations that are destinations you have to go-to which reduces the opportunity for citizens to “come across” public events in their everyday movements throughout the Town.
4. Downtown renewal can capitalise on the cultural strengths of Stony Plain
- The Multicultural Centre, Pioneer Museum, Potters’ Guild and new Library are flagship cultural institutions that anchor the Downtown and create a cultural corridor.
 - Signage into and throughout the Downtown should reflect the culture of the Town and direct people to cultural facilities.
 - Owners and occupants of downtown properties need to be engaged in adopting and supporting a shared vision for a vibrant, walkable downtown that reflects the cultural richness of Stony Plain.
 - Vacant store fronts, daytime only service businesses, and a lack of gathering and programmable spaces are all impediments in the creation of downtown cultural vibrancy.

- Incentives for downtown business owners to support more public art (murals or other) and public space enhancements should be considered.
 - The Downtown is not strongly connected through pathways or roadways to outlying communities or the highways. It is easier to go around Stony Plain than into it which creates a barrier to the many cultural institutions and creative businesses.
 - The majority of major event activities are on the edges of town. Downtown activity needs to be enhanced during major events such as Farmer's Days and the Blueberry Bluegrass Festival to leverage these opportunities through drawing people to main-street.
5. Cultural Institutions play an important role in the cultural life of Stony Plain
- The Multicultural Centre, Pioneer Museum, Potters' Guild, and Library are key institutions that provide cultural programming, volunteer opportunities, artistic supports, historic preservation, and community infrastructure.
 - There is a desire to strengthen connections between existing cultural institutions both in terms of physical connectivity and in terms of shared programming and events.
 - The Multicultural Centre, Pioneer Museum, Potters' Guild, and Library and are central gathering spaces for programs and events presented by them and by the community.
 - Many of these institutions regularly support community events through provision of space, funding, marketing, staff and volunteers, specialized equipment, and other mechanisms.
 - There are strong collaborative relationships between these cultural institutions.
 - The Art Gallery within the Multicultural Centre is unique in the region (and Province compared to municipalities of similar size) and regularly hosts travelling exhibitions.
 - The Library serves as a community connector for newcomers and those living on the edges of the community as well as an important conduit to connect and support diverse voices.
 - The Multicultural centre provides new ways to connect culture, creativity and people back into the community.

- The Blueberry Bluegrass festival is a significant festival drawing thousands people to Stony Plain with efforts being made to increase the connectivity between residents, local businesses and visitors to the festival.
- The Cowboy Gathering has been taking place in Stony Plain for 40 years.
- The Pioneer Museum and Potters' Guild are operated by large numbers of dedicated volunteers.
- Much of the cultural infrastructure in the town (The Multicultural Centre, Pioneer Museum, etc.) is difficult to find and does not have a strong physical presence.
- Programming and community support through these institutions can extend beyond their physical space, into residential, downtown and other communities.

6. There is a desire and willingness for regional collaboration

- There needs to be a balance between collaborating as part of a larger region while still maintaining and encouraging the unique cultural aspects of Stony Plain.
- There is value in hosting artistic gatherings (or arts residencies) that connect Stony Plain artists to national and international artists.
- Opportunities for strengthening regional cultural tourism around key events such as the Blueberry Bluegrass Festival exist.
- Larger civic celebrations such as Canada Day and other holiday celebrations present opportunities to decrease duplication of efforts through expanded regional collaboration.
- Indigenous Listening Circles within the Parkland region are often attended by representatives from Stony Plain, Parkland and Spruce Grove.
- Parkland County has prioritized the collaborative funding of cultural institutions as the primary focus within the County's Cultural Plan over the next 2-3 years.
- Regional Planning work underway will include strategies for regional cultural planning.
- The Chamber of Commerce has unified under a central Chamber with Stony Plain, Spruce Grove and Parkland County indicating that businesses understand the power of collaboration within the region.

7. Creative Entrepreneurs and artists are essential contributors to quality of life of Stony Plain
 - There are many small creative businesses that are elevating other artists in the communities and sharing opportunities (live music, galleries, creative classes, etc.).
 - Artists can be engaged in work that respond to social needs such as writers who lead programming at the Youth Centre and artists and artisans who work at seniors' lodges.
 - The Town should strive to involve local artists in local opportunities such as murals, public art, and Summer Sessions where possible.
 - Broad recognition among residents of Stony Plain about the importance of culture to the community will support the town in becoming a notable cultural centre within the region.
 - Cultural programs, learning events and workshops could be supported by the Town (through grants) in order to ensure that fees for participation are kept accessible for all citizens.

8. Creative Entrepreneurs and artists are essential contributors to the economic prosperity of Stony Plain
 - Visual artists, potters, weavers, quilters, carvers, fabric artists, glassblowers, blacksmiths, photographers, and woodworkers attract art-buying tourists to Stony Plain.
 - Music and festivals bring in business that spills over to benefit hotels, restaurants, coffee shops and other creative businesses and organizations.
 - There is a history of cultivating a maker/ creator community through strong retail support for local artisans.
 - Strengthening ties between artists and the business community through encouraging partnerships between creative organizations, business and tourism will create benefit for all partners.

9. Mechanisms that support telling Stony Plain's unique cultural story need to be strengthened and expanded to include Indigenous and contemporary stories

- The Poet Laureate, Parkland Poets Society, the Cowboy Gathering and the Cultural Campfires are just some of the activities that support the sharing of artistic voices and stories in the community.
 - The Town supports story telling that celebrates the culture of the community through communication materials (such as videos and seasonal guides).
 - The former town slogan “The Town with the Painted Past” and the historic nature of the murals do not adequately reflect the vibrant contemporary culture within Stony Plain. The story of today should focus on being rooted in the past but growing towards the future.
 - The murals and mural tours create a narrative of place for all visitors to the town however the mural history starts 100 years ago and neglects the deeper history of the place from an Indigenous perspective.
 - There is a growing national and international movement to present music in a smaller scale singer songwriter and story-telling environment (“The Track on Two in Lacombe” and “The Blue Jay Sessions” in Calgary) that could be supported within Stony Plain.
 - The Pioneer Museum has space dedicated for Indigenous history which could be expanded if there were additional supports to do so.
10. There is interest in developing a shared space for creative entrepreneurs, organizations and artists in Stony Plain
- Although many artists indicate a preference to work from their home studio, there is a desire for a secondary space that can support exhibition (top priority), classrooms, retail, and technology that can assist artists as creative entrepreneurs.
 - There are challenges accommodating different working requirements (i.e. sound, ventilation, access to specialized equipment) into one shared space that need to be carefully considered.
 - Artists would like more opportunities to collaborate, work and learn together in formal and informal ways.
 - The PERC building currently supports a range of community programs and activities and is an important revenue source and programming space for the Multicultural Centre which would need to be considered if the PERC were no longer available.

- The PERC building currently provides financially accessible space for many cultural organizations that cannot be easily found as affordably elsewhere within the community.

Internal Assessment

The Assessment below was gathered through a cross departmental engagement with Town administration.

Strengths of the Town

1. Supports for local artists and cultural organizations:
 - a. Cultural Roundtable
 - b. Cultural Initiatives: Summer Sessions, Poet Laureate, Creating Connections, etc.
 - c. Cultural Events: Indigenous People's Day, Alberta Culture Day, Poetry Day, ArtWalk, Mural Tours, Cowboy Gathering
 - d. Murals and Public Art
 - e. Community Initiatives Grant Program
 - f. Service Agreements and provision of land and buildings
2. Forward facing and pro-active role of Culture and Tourism Development Officer
 - a. The Culture and Tourism Development Officer pro-actively seeks opportunities for the Town to plan culturally by integrating culture into other areas of town projects and planning.
3. Pride in the Culture of Stony Plain
 - a. The Town takes opportunities to celebrate and recognize those in the town that are contributing to its cultural vibrancy through initiatives such as the Mayor's Award of Creative Excellence and the Indigenous Youth Advisors.

Gaps and Opportunities for Growth within the Town

1. Enhance story-telling to include heritage, Indigenous and contemporary culture within Stony Plain
 - a. Work within the public realm (public art, street furnishings and enhancements, public signage, etc) needs to reflect the contemporary culture of Stony Plain today in addition to its recent past
 - b. Indigenous stories and story-telling are not strongly reflected in the murals and in other ways of telling Stony Plain's history
 - c. A heritage plaquing program could tell the story of historic buildings and spaces within Stony Plain
 - d. Policies to protect heritage buildings, and other cultural elements such as murals within the Downtown area would support the preservation of the town's past, much of which is currently intact

2. Build awareness and appreciation of culture for all citizens
 - a. Interactive art within the community, such as street pianos and other interactive public art or initiatives like adopt-a-bridge provide deeper experiences for people to interact with and appreciate culture
 - b. Youth engagement needs to be strengthened through a dedication to innovation and experimentation and direct involvement of youth as decision makers in shaping the culture of Stony Plain
 - c. Leverage neighbourhood initiatives and neighbourhood development, like neighbour day or community suppers to strengthen the fabric and connectivity of Stony Plains many communities and residents

3. The single Culture and Tourism Development Officer position cannot pro-actively address all the cultural needs and opportunities within Stony Plain
 - a. Opportunities around Downtown planning, the potential for new cultural infrastructure, and a desire to expand on initiatives like Summer Sessions have outgrown the ability of a single position within the Town

4. Consider culture at the onset of planning and development of complete communities
 - a. Consider ways to encourage and accommodate culture and art within parks, playgrounds, streetscapes, etc.

- b. Develop heritage and architectural standards and guidelines that support a look and feel to the town that reflects the culture of the place
- c. Develop guidelines for cultural requirements and considerations within community planning documents including roles and responsibilities for engaging cultural stakeholders in Town planning
- d. Consider ways to accommodate cultural use and cultural space within other types of infrastructure such as recreation facilities and private facilities like movie theatres
- e. Promote and consider natural spaces (community gardens, edible trees, parkways) as cultural spaces
- f. Use planning incentives for private development of cultural amenities
- g. Consider access for citizens to cultural institutions (Multicultural Centre, Pioneer Museum, Library) when planning public transit and pathways
- h. Extend the public art program and placement of public art into residential communities throughout Stony Plain
- i. Apply a cultural / public art approach to the development of community amenities such as light standards, transit stops, signage, and street furniture
- j. Bring public art and other cultural elements under the umbrella of asset management within the Town

Cultural Roundtable Gap Analysis

Members of the Cultural Roundtable participated in a gap analysis exercise that identified the following future state aspirations and suggested mechanisms to achieve them.

CURRENT STATE	FUTURE STATE	SUGGESTED MECHANISMS
HIGH INTEREST AND SUPPORT		
<ul style="list-style-type: none"> • Summer Sessions is nearing capacity in current site 	<ul style="list-style-type: none"> • Create a “Headliner” annual music event in conjunction with Summer Sessions 	<ul style="list-style-type: none"> • Small concerts throughout the year with one big concert at Heritage Pavilion • Use it to promote other events in other locations (booths and other activities) throughout Downtown • Food trucks • Close the street
<ul style="list-style-type: none"> • There is limited signage and wayfinding leading into and around Stony Plain 	<ul style="list-style-type: none"> • Signage leading into town prominently showcases the culture of Stony Plain 	<ul style="list-style-type: none"> • Banner program to be artist driven • Reserve a portion of space on current entry signs that can be changed to promote cultural events • Work with the Province to establish signs on Provincially controlled highways
<ul style="list-style-type: none"> • No public space for artists and cultural organizations 	<ul style="list-style-type: none"> • Create a shared arts hub where artists can teach, learn, create and exhibit 	<ul style="list-style-type: none"> • Develop a shared hub model • Identify potential users and uses • Identify funding sources • Artist buy in is really needed for this • Concern over who would pay for this and engagement from artists to help to make this happen • There is no private land lord interested in donating space at the current time
<ul style="list-style-type: none"> • Indigenous Day annually held at Enoch 	<ul style="list-style-type: none"> • Find ways to celebrate and recognize 	<ul style="list-style-type: none"> • Explore the potential of establishing an Indigenous Friendship centre within the Town • Erect Indigenous language on signage in town (in Cree)

	Indigenous culture more than once per year	<ul style="list-style-type: none"> • Creation of a new festival with a round dance for community and friendship • Needs to be Indigenous led
<ul style="list-style-type: none"> • No markers at historic sites 	<ul style="list-style-type: none"> • Erect markers at historic sites 	<ul style="list-style-type: none"> • Create historic site inventory (supported through a Canada Works summer employment grant) • Combination of plaques on buildings and personal house markers (on sidewalk or flags) • The Multicultural Centre has information that could inform this
<ul style="list-style-type: none"> • Summer Sessions is a well-loved and popular program 	<ul style="list-style-type: none"> • Create a Winter Sessions or Winter Festival modeled on Summer Sessions 	<ul style="list-style-type: none"> • Alternative music – jazz, folk, etc... • Utilize rotary-park for skating, ice carving, etc... • One big inside event
<ul style="list-style-type: none"> • Culture and history is not strongly embedded or connected to the physical natural parks and outdoor spaces within the town. 	<ul style="list-style-type: none"> • Create audio stories / walking trail tours about our history and culture 	<ul style="list-style-type: none"> • Utilize existing recordings from Multicultural centre • Use existing technology • Identify people that want to tell their stories and provide the outlet for this • Pioneer Museum is looking at using beacons for an app enabled self-guided tour • Art on the trails • Bird houses on the trails • Markers should be indestructible
LOWER INTEREST AND SUPPORT		
<ul style="list-style-type: none"> • Stony Plain is described as the place west of Edmonton and Spruce Grove 	<ul style="list-style-type: none"> • Create a town tag line or slogan that speaks to culture for the Town 	<ul style="list-style-type: none"> • “The Town with the Painted Past – was previous • Create a logo or visual identifier that speaks to culture that every culture event and organization could use (i.e. “A Heart for Culture”)

<ul style="list-style-type: none"> No post-secondary in town that provides training in culture related industries. 	<ul style="list-style-type: none"> Work to establish a post-secondary Arts College 	<ul style="list-style-type: none"> Explore Grant MacEwan, Red Deer College or NAIT as potential partners on a satellite campus (may be cost prohibited) Potential to work with Victoria Composite at the high school level Potters guild could be an extension of an existing college (they currently partner with Red Deer college on sharing international artists) Partnerships are essential to bring this type of thing about (including partnerships with the County and Spruce Grove)
<ul style="list-style-type: none"> Some sporadic activity – Grey briar, Fairways and the Brickyard are disconnected 	<ul style="list-style-type: none"> Support a regular schedule of events that draw the town together and draw people into town 	<ul style="list-style-type: none"> Focus on ensuring events and activities are welcoming and accessible to residents in all areas of Town (particularly in new communities)
<ul style="list-style-type: none"> Main street is designed for vehicles first and pedestrians second 	<ul style="list-style-type: none"> Make 2 blocks of main street pedestrian only with support for creative businesses in this area 	<ul style="list-style-type: none"> This would likely be too difficult for certain merchants

Appendix B: Current Planning Review

This report encapsulates a review of key Town of Stony Plain and regional planning documents focused on identifying planning goals and strategies where arts, culture and heritage may play a role. Findings from this report will ensure alignment, where possible, between the Arts Culture and Heritage Action Plan recommendations and other key plans.

Stony Plain Cultural Master Plan: 2012

Vision and Guiding Principles

Vision of the original plan is still relevant:

Our community's culture begins with pride in its history, a commitment to inclusiveness, and a creative path to our future.

Guiding Principles are still relevant but should be edited to reflect current planning language and the desire to see culture (and creative industries) identified more clearly as an economic driver. Suggestions for updating the Guiding Principles are in red below.

- Growth and development are managed in a way that encourages the vibrancy of our local cultural sector and preserves our unique ~~small town ambience and identity.~~ sense of belonging and friendliness making our community a great place to live.
- Culture and ~~creativity~~ creative industries are integral to planning for sustainability, alongside other social, economic and environmental considerations.
- Culture and creative cultural enterprises are essential to building a vibrant downtown that is the social and economic hub of our community.

- ~~o Quality of place contributes to our future economic growth & prosperity.~~
- o Diversity in our community is a source of strength and we are committed to values of inclusion.
- o Cultural programs and activities are responsive and relevant to all parts of our community and through all phases of life.
- o The Town values and supports strong cultural organizations working together toward shared goals.

Goals

Most of the goals outlined in the 2012 plan have either been completed or are underway. Below is a status breakdown of current goals and actions initiated and led by the Town of Stony Plain to advance the Culture Plan’s recommendations.

In addition to actions led by the Town, there are many actions that have been initiated and led through community stakeholders (including cultural organizations) independently or with Town support. Activity led by community stakeholders is not captured within this report as these activities are plentiful, diverse and not tabulated or tracked centrally

Goal 1: Town Leadership

RECOMMENDATION	OUTPUT MEASURE	STATUS
Consider the Establishment of a New Cultural Development Officer Staff Position	Hiring of new staff position	✓ Culture and Tourism Development Officer
Implement a Communications Strategy to Raise Awareness of the Plan	Development and implementation of the Communications Strategy	✓ Strategy for launch of plan completed and enacted
Establish an Interdepartmental Culture Team	Establishment of Interdepartmental Team	• Currently being created

Convene a Staff Forum on the Cultural Master Plan	Successful convening of staff forum with strong attendance from across departments	✓ Convened upon launch of plan
Integrate Culture Into Town Planning and Decision-Making	Greater understanding and increased capacity across departments to factor culture into planning	✓ Culture considered within planning
Evolve the Creative Community Committee (CCC) to a Cultural Roundtable	Establishment of Terms of Reference and recruitment of first Roundtable	✓ Roundtable established 2013
Convene an Annual Cultural Summit	First Summit convened Year Two after the adoption of the Cultural Plan.	✓ Summits 2014-16
Hold Issue-Based Community Forums	First Forum convened in Year 2; Forums convened based on identified issues and needs.	✓ 2013 Creative Ind. Event ✓ 2018 Cultural Centre Feasibility
Establish a Mayor’s Award for Culture	Definition of Award guidelines and launching of awards program	✓ 2018 Award of Creative Excellence

Goal 2: A Diverse and Dynamic Cultural Sector

RECOMMENDATION	OUTPUT MEASURE	STATUS
Establish a Stony Plain Cultural Network	Launch of Cultural Network and convening of first meeting	✓ 2013 Cultural Roundtable
Strengthen Regional Partnerships and Collaboration		✓ 2013 - Tri Regional Tourism Partnership ✓ 2015 Tour of AB ✓ 2016 Visitor Prov. Conf. ✓ 2017- Mobile Visitor Services
Establish a Regional Cultural Managers Network	Recruitment of cultural managers from Stony Plain, Spruce Grove and Parkland County to form network	✓ 2019 Tri Regional Cultural Summit
Create a Coordinated Cultural Marketing Initiative	Developing terms of reference/request for proposals and develop the marketing initiative	✓ 2013–16 Live Out Loud ✓ 2013 – Summer Event Destination Guide
Establish a Community-Driven Calendar of Events	Researching leading tools and practices for community calendars and launching calendar	✓ 2013- Online Calendar
Sustain and Expand Cultural Mapping Efforts	Establishing Cultural Mapping Working Group to consider options for ongoing mapping systems, drawing on leading practices in Canada	

Undertake a Comprehensive Inventory of Cultural Spaces and Facilities	Completion of inventory	✓ 2019 Facility Study
Address Gaps in Cultural Facilities	Determination of most effective and efficient means of addressing gaps, and development of new facilities	✓ 2019 Arts & Culture Fac. Study ✓ 2020 New Library Opening
Establish a Youth Apprenticeship and Mentoring Program	Launching program and recruiting initial apprenticeship/mentoring opportunities	✓ 2013 Youth Ambassador ✓ 2018 Kids Can Cook
Establish a Festival Created By and For Youth	Striking of Youth Working Group to develop proposals for festival; launch of first festival	✓ 2017 Teen fest
Celebrate Diversity	Launch dialogue on potential programming and other initiatives through the Cultural Roundtable	✓ 2013-19 Citizenship Ceremony ✓ 2013 Translate Mural Brochure ✓ 2014 – 19 Aboriginal Day Partnership & Ambassador Program
Promote and Enhance Community Storytelling	Examining leading practice in storytelling programs and promote and enhance existing programming	✓ 2018 Heritage Film Project ✓ 2018 Poet Laureate ✓ Stony Plain Art Walk

Additional activity lead by the Town or its partners during this period to further this goal:

- ✓ **2017 Community Wayfinding**
- ✓ **Adopt a Bridge**
- ✓ **Jane’s Walk**
- ✓ **2012 – 2019 Culture Days**

Goal 3: Grow the Cultural Economy

RECOMMENDATION	OUTPUT MEASURE	STATUS
Profile Local Success Stories	Identifying success stories and creating/recording and publishing first stories	✓ 2016 88.1 profiles
Hold Creative Minds Events	Convening of first event	✓ 2014 – 19 CultureFWD
Develop a Festivals Strategy	Defining Terms of Reference outlining issues to be addressed by the Strategy; determining capacity to undertake strategy internally or need for external consulting expertise	

Additional activity lead by the Town or its partners during this period to further this goal:

- ✓ **2015 – 19 Summer Sessions**
- ✓ **2014 – 2019 Christmas Ornament**
- ✓ **Shop the Season Guide**
- ✓ **Community Initiative Grants**

Goal 4: Places and Spaces for Culture

RECOMMENDATION	OUTPUT MEASURE	STATUS
Develop an Integrated Public Art Policy and Program	Examine leading practices in public art policies in Canada; development of public art policy by Cultural Coordinator	<ul style="list-style-type: none"> ✓ 2015 Policy ✓ 2015 1% for Public Art ✓ Public Art Unveilings
Provide Spaces for Artists and Creative Enterprises in the Downtown	Identification and provision of downtown spaces	<ul style="list-style-type: none"> ✓ 2015 Cubicle Box Program ✓ 2015-16 Banner Program ✓ 2016 - Outdoor Pianos ✓ 2012 – 2019 Mural Program
Establish a Shared Administrative Facility in the Downtown	Assessing interest and defining program, services and costs related to establishing the facility; locating space and establishing facility	

Culture within Current Planning Documents

Many of the planning and development documents guiding the Town include consideration of arts, culture, heritage and related creative industries and tourism. For the purposes of this Current State Review the following planning documents were reviewed:

1. 2020 – 2023 Town of Stony Plain Strategic Plan
2. 2020 – 2022 Corporate Plan
3. Economic Development Strategic Plan (2019 Update)
4. Uniquely Stony Plain DRAFT Municipal Development Plan
5. Old Town Community Plan
6. Arts & Culture Facility Plan and Conceptual Design
7. Target Sector Study and Marketing Plan

Below is a breakdown of recommendations, or thematic elements within the reviewed planning documents as they relate to cultural planning.

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
<p>2020 – 2022 Corporate Plan</p> <p>2020 – 2023 Strategic Plan</p>	<ul style="list-style-type: none"> • Economic Opportunity <ul style="list-style-type: none"> ○ Strengthen our Vibrant Business Community: <ul style="list-style-type: none"> ▪ Create more prominent tourism destination marketing with the business community and regional partners. ○ Actively Support and Enhance our Downtown, Institutions and Cultural Economy: <ul style="list-style-type: none"> ▪ Relocate the Stony Plain Library to downtown. ▪ Explore programs to enhance historic properties and the downtown area. (Strategic Plan) • Supportive Infrastructure <ul style="list-style-type: none"> ○ A renewed and fiscally supported Trails Master Plan that maximizes community connectivity. 	

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<ul style="list-style-type: none"> ○ Signage Strategy - Design an innovative signage program that supports current needs, future objectives, builds on Stony Plain’s image, and provides necessary information to residents and visitors. ○ Signage Strategy – Promotes an attractive, cohesive and coherent brand, which conveys quality and sustainability and honours the Town’s heritage and culture in its design and construction. ○ Examining the feasibility of a cultural centre in Stony Plain. ○ Create an infrastructure and land assembly plan supporting the construction of a Town Square in the downtown core – A concept plan will be prepared that clarifies the design, land assembly requirements, future municipal office space needs and community needs for programmable spaces in the vicinity of downtown and the Town Hall. ● Community Development <ul style="list-style-type: none"> ○ Increase awareness of, and participation in, local art and cultural opportunities. ○ Renew and implement the Cultural Master Plan including a Public Art Strategy to guide placement and design of public art. 	
<p>Economic Development Strategic Plan 2019 Update</p>	<ul style="list-style-type: none"> ● Cultural Industries is listed as one of the 6 economic drivers within the plan ● Foster Stony Plain’s Entrepreneurial Ecosystem <ul style="list-style-type: none"> ○ Continue promoting small business through networking events such as Culture FWD. 	<p>Support for knowledge-based economic growth</p> <ul style="list-style-type: none"> ● “the desire to continue to build and support the local cultural and knowledge-based sector. Competitive advantages for Stony Plain already exist in this sector, as

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<ul style="list-style-type: none"> ○ Investigating and if feasible acting upon the creation of incubator space for entrepreneurs to thrive within the community. 	<p>the community has a rich cultural heritage that includes facilities, festivals and the Multicultural Heritage Centre. As well, a sizeable and diverse range of creative cultural enterprises currently exist in Stony Plain providing the base in which to further build upon.” Pg. 13</p> <ul style="list-style-type: none"> ● “Stony Plain recognized the need to act as a catalyst for cultural small businesses and entrepreneurs by providing networking and peer-to-peer events, as well as shared working buildings and spaces. Within their goals of diversifying the local economy, Stony Plain has made it clear that developing arts, culture and knowledge businesses is a significant priority for the economic and social success of the community” Pg. 13 <p>Importance of Downtown as a Destination</p> <ul style="list-style-type: none"> ● “...the continued development of the downtown would be focused on making the area a hub for cultural activities and industries...” Pg. 13 ● Telling the World about Stony Plain ● “This includes marketing the town as a cultural centre with events and activities...” Pg. 13 ● A thriving culture and arts sector within the community is identified as a

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
		competitive advantage within the plan Pg. 27
<p>Uniquely Stony Plain Municipal Development Plan 2020</p>	<ul style="list-style-type: none"> • Direction 2.2 – Community Development - Ensure community culture is rooted in history but committed to being inclusive, dynamic and diverse. Pg. 31 <ul style="list-style-type: none"> ○ Cultural programs and facilities will account for future needs, under-represented groups and year-round programming. ○ The Town will encourage the expansion of cultural programming, promote public art at nodes of civic activity and encourage artists, crafts people and creative enterprises to create, display and sell their work. ○ The Town, in conjunction with community groups, will strive to identify, conserve, maintain and creatively reuse significant historic resources, including recognition through a variety of means such as murals, commemorative plaques, naming and municipal designation. ○ (The Town will encourage) Significant archaeological, historical and cultural sites will be incorporated into the urban fabric. • Direction 3.1 Economic Opportunity – Expand and diversify the Town’s economic base. Pg. 33 <ul style="list-style-type: none"> ○ The Town will support development in new economic areas such as e-commerce, the eco-industry, knowledge-based, wellness and creative sectors. ○ The Town will work with public and private partners to foster diversity and creativity by supporting new 	<p>Community Development</p> <ul style="list-style-type: none"> • “As Stony Plain grew, progressed and prospered, we maintained a strong sense of belonging and friendliness, making our community a great place to live.” Pg. 29 • “We have facilities for community gatherings and places for interaction – recreational, cultural, institutional and commercial interactions.” Pg. 19 • “Our town has been designed with innovation and quality. We attract people in the creative industries-people who take knowledge, ideas and resources, combine them with imagination, and create new concepts and products.” Pg. 19 <p>Economic Opportunity</p> <ul style="list-style-type: none"> • “Diversifying marketing strategies, with an emphasis on culture and tourism.” Pg. 20

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<p>economic opportunities, such as co-working spaces, and maintain a collaborative business environment.</p> <ul style="list-style-type: none"> ○ The Town will educate the community to foster awareness and understanding of the economic importance of arts and culture, including festivals and other large gatherings. ● Direction 3.2 – Economic Opportunity – Implement marketing strategies. Pg. 34 <ul style="list-style-type: none"> ○ The Town will develop strategies to enhance its brand and generate awareness as a community of creativity and growth. ○ The Town will build awareness of what Stony Plain offers as a destination for residents, tourism and businesses, by marketing to attract creative, independent people in a variety of economic sectors. ● Direction 3.3 – Economic Opportunity – Enhance the viability of the historic downtown. Pg. 34 <ul style="list-style-type: none"> ○ The Town will continue to develop Old Town as a niche regional destination, based on its unique identity, small-scale commercial experience and local events. ● Direction 5.4 – Governance and Partners – Working with Neighbours and Stakeholders <ul style="list-style-type: none"> ○ The Town will foster and strengthen partnerships with businesses, government, school boards, post-secondary institutions and non-profit sectors to develop and operate recreational, cultural and community facilities. ● Direction 6.3 – Land Use Policies – Areas of Stability <ul style="list-style-type: none"> ○ The Town will consider preservation and integration of buildings considered to have a historical or architectural 	

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<p>significance, or both, when redevelopment or infill development is proposed in the Areas of Stability.</p> <ul style="list-style-type: none"> • Direction 6.4 – Land Use Policies – Areas of Transition (OTCP) <ul style="list-style-type: none"> ○ The Town will support this area to maintain and expand its priority as a pedestrian-oriented, mixed-use space with retail, service, office, creative, arts and culture, wellness, tourism, civic and entertainment uses. ○ The Town will encourage adaptive reuse of historic buildings to allow for uses supportive of the cultural and tourism industry, including guest accommodations, gallery or studio spaces and live-work structures. • Direction 6.5 – Land Use Policies - Areas of New Residential Development <ul style="list-style-type: none"> ○ To develop neighbourhoods that are socially and physically connected, the Town will enhance opportunities for community gathering by reinforcing the use of gathering places through social, recreational and cultural programming by both the Town and other groups and; ○ Continuing to provide support and encouragement for a diverse range of community events and festivals. 	
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> • Main Street Built Form Typologies 7.3.6 <ul style="list-style-type: none"> ○ The town will consider and encourage the following building typologies within this character area: Street-oriented Mixed-use; Community Facility. • Town Core Land use 7.4.5 <ul style="list-style-type: none"> ○ Land for the development of a new civic gathering space in the Town Core will be acquired by the Town. • Recreational and Cultural Campus Built Form 7.6.8 	<p>Guiding Principle: Strengthen the OTCP area’s role as the social heart of Stony Plain. Pg. 52</p> <ul style="list-style-type: none"> • Extend the character of Main Street and Establish an active and urban connection between existing cultural and recreational facilities

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<ul style="list-style-type: none"> ○ Preferred uses include but are not limited to... Cultural facilities... ● Recreational and Cultural Campus Setbacks and Site Design 7.6.9 <ul style="list-style-type: none"> ○ Ensure the integration of newly developing areas within and adjacent to the Recreation and Cultural Campus through a variety of partnership including school boards, cultural organizations and private developers. ● Public Realm Gateways 7.8.30 <ul style="list-style-type: none"> ○ Wayfinding, place-making, and visual indicators that surround and identify key areas within the OTCP area will be provided. ● Public Realm Events and Programming 7.8.33-34 <ul style="list-style-type: none"> ○ Encourage events, art installations, social and recreational activities on Main Street and in the Town Core. ○ Allow and encourage programming and events that make temporary use of Main Street and other parts of the public realm that may include changing the character and use of a public space for a period of time, formal programming in plazas and parks, and the creation of additional social spaces. ○ Collaboration with local partners and businesses to sponsor and promote events throughout the OTCP area will be encouraged. ● Social Infrastructure – Cultural Space and Events - 7.10.5 – 8 <ul style="list-style-type: none"> ○ The development of a museum or additional cultural space within the OTCP area to provide space for historical and contemporary cultural events will be 	<ul style="list-style-type: none"> ● Encourage the development of a community park and civic square near the Town Office ● Collaborate with and support local businesses in programming and activating Main Street and other parts of the OTCP area. <p>Vision for Main Street Pg. 70</p> <ul style="list-style-type: none"> ● “...The buildings on Main Street are complemented by active and vibrant programming, ground floor businesses and community events.” <p>Vision for Town Core Character Area Pg. 74</p> <ul style="list-style-type: none"> ● Encourage the development of a public gathering place that can be used for local events that is directly connected to the surrounding community <p>Vision for Recreation and Cultural Campus Pg. 81</p> <ul style="list-style-type: none"> ● The Recreation and Cultural Campus will provide space for a variety of educational, recreational and cultural facilities that are designed to be sensitive to the surrounding residential areas. <p>Vision for Social Infrastructure Pg. 98</p> <ul style="list-style-type: none"> ● “Support the creation of new murals and works of public art.”

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<p>explored in conjunction with the ongoing development of the Recreation and Cultural Campus.</p> <ul style="list-style-type: none"> ○ The integration of Indigenous cultural practices and educational experiences into Town-owned cultural facilities will be explored with local Indigenous organizations and groups. ○ The integration of other cultural practices and educational experiences into Town-owned cultural facilities will be explored with local cultural organizations and groups. ○ Year-round community events that celebrate the cultural identify of Stony Plain will be supported. ● Social Infrastructure – Public Art – 7.10.9-10 <ul style="list-style-type: none"> ○ Public art features that promote the cultural connections of Stony Plain and the surrounding area will be supported on public property and encouraged on private property. ○ Involvement of local, regional and international art communities in the creation and design of unique public art pieces and murals throughout the OTCP area will be encouraged. ● Catalyst Projects <ul style="list-style-type: none"> ○ Cultural Anchor Museum Pg. 108 <ul style="list-style-type: none"> ■ A cultural facility is a key component of the development concept for the Recreation and Cultural Campus. A cultural facility will provide an additional draw to the area and help to diversity the types and motivations of visitors in Stony Plain. ○ Entrance Features Pg. 108 	

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> ▪ Entrance arches are proposed as part of the Downtown Streetscape Renewal to indicate where Main Street begins and ends...within the TOCP area including the Recreation and Cultural Campus, Heritage Park, and Town Core. ○ Tactical Placemaking Pg. 108 <ul style="list-style-type: none"> ▪ In addition to major placemaking initiatives like the Town Square, cultural anchor, and other hard infrastructure projects, smaller scale placemaking ...including festivals, events, art installations, sports events and other cultural events.... it also includes more liberal use of the Town’s largest land assets by allowing temporary closure and use of its streets and avenues for public events. ● Incentive Programs <ul style="list-style-type: none"> ○ Temporary Placemaking Grants Pg. 122 <ul style="list-style-type: none"> ▪ Projects may include planting, signage, public art, sidewalk art, temporary public realm features. ○ Incentive Program Funding Pg. 122 <ul style="list-style-type: none"> ▪ Grant funding on a recurring and annual basis. ● Advocacy Measures <ul style="list-style-type: none"> ○ Modern Mural Program Pg. 124 <ul style="list-style-type: none"> ▪ “...explore opportunities to work with existing businesses within the OTCP boundary to continue to expand the area’s collection of murals ... especially in the lands flanking Main Street.” ○ Main Street Temporary Closures 	

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<ul style="list-style-type: none"> ▪ In conjunction with the provision of spaces to accommodate markets, social gatherings and other cultural events. 	
<p>Arts & Culture Facility Plan and Conceptual Design 2019</p>	<ul style="list-style-type: none"> • Recommendation for the development of a multi-purpose arts space with a focus on providing a range of arts and culture offerings that is either purpose built or housed in the retro-fit of an existing building. <ul style="list-style-type: none"> ○ Cost estimates outline renovation at \$5.8M and new build at \$7.2M. • Recommended actions: <ul style="list-style-type: none"> ○ Determine new or retro fit approach. ○ Develop facility program through additional community consultation. ○ Determine facility site. ○ Build out costing estimates and governance model along with potential partnership within the region. 	<p>Mapping existing space in the region Pg. 21</p> <ul style="list-style-type: none"> • “There is not a single dedicated space that serves as a cohesive arts & culture centre in which a range of artists can come together to create in the region. Nor is there a smaller dedicated performance space to accommodate local performances and rehearsals.”
<p>Target Sector Study and Marketing Plan 2015</p>	<ul style="list-style-type: none"> • Recommended Target: Destination shopping, dining, arts and culture <ul style="list-style-type: none"> ○ A destination district centred on the downtown, with retail shops, galleries, high-end personal services and dining. • Downtown Plan Pg. 53 <ul style="list-style-type: none"> ○ Given the large presence of local artists, created art can be installed throughout the district and can replace some of the standard fixtures found in the plan. ○ Given its proximity, the traffic it generates, and the complimentary role it plays to the establishment of arts and culture in the downtown, the Multicultural Centre should serve as a critical anchor of the district. 	<ul style="list-style-type: none"> • “Art can be used to establish an identity and to draw people to the community. Arts may be a key tool used to set Stony Plain apart from other communities.” Pg. 11

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<ul style="list-style-type: none"> ○ The Pioneer Museum is another important cultural anchor for the district. Making the physical connection between the downtown and the museum is imperative. ● Arts and Culture Pg. 62 <ul style="list-style-type: none"> ○ Art installations should be encouraged in addition to murals. Things such as temporary exhibitions that enlist the support of private business owners, public art that is interactive, encouragement of business and property owners to include art into their storefronts. ○ Artists studios and gallery space should be brought into the downtown district through such mechanisms as shared studio and gallery space, artist-in residence programs, and potentially artist live-work space. ○ Events play a critical role in developing the reputation of specialty retail, dining and arts and cultural districts. 	

Cultural Planning in Spruce Grove and Parkland County

Both Parkland County and Spruce Grove have active Cultural Plans developed in the last 3 years. Parkland County's, Spruce Grove's and Stony Plain's plans were all developed by the same consulting firm, MDB Insights (now MDBI) and as such, have a high level of cohesion around recommendations addressing regional cooperation.

Parkland County: Parkland Alive 2025 Implementation Plan (2018 – 2021)

Parkland Alive 2025 is the Implementation plan that accompanies the Parks, Recreation and Culture Master Plan (below). Parkland Alive outlines high priority recommendations that guide the County in regards to parks, recreation and culture in the short term (2018 – 2021).

Parkland County's master plan for long term direction to parks, recreation and cultural services provides the following goals and objectives related to culture:

1. Continue Cost Sharing: Continue to support the delivery of leisure services for residents through cost sharing arrangements with partners including the Pioneer Museum and Multicultural Centre.

Parkland County: Parks Recreation and Culture Master Plan (2017)

Although the Implementation Plan is the best indication of what recommendations from this original plan are considered priorities for Parkland County in the immediate time frame, the Master Plan includes the Recommended Actions below that have implications for Stony Plain. Recommendation #3 aligns with recommendations in the Stony Plain plan that are or have been undertaken.

Organize for Culture:

1. Encourage cultural groups in Parkland County to participate in the annual Parks, Recreation and Culture Roundtable.
2. Recruit cultural leaders in the County to work with County staff in planning the Roundtable and identifying issues to be explored.
3. Examine the opportunity over time to enter into discussions with the City of Spruce Grove and the Town of Stony Plain about opportunities to establish regional Cultural Roundtables or forums to examine opportunities for tri-Municipal cultural opportunities.

Enhance the Municipal Art Program:

4. Focus efforts on establishing a public art policy and program supporting the installation of works of art at key junctures in the County.

Grow a Creative Rural Economy:

5. Examine models for arts or creative industries incubators that provide space for individual artists and commercial cultural enterprises to co-locate and benefit from the transfer of ideas and new partnerships; examine either County owned or underutilized buildings in the County to serve this purpose

Focus Attention on Placemaking:

6. Identify optimum locations in the County for creative placemaking initiatives
7. Engage planning staff in working collaboratively to develop strategies for implementing creative placemaking in the County

City of Spruce Grove Cultural Master Plan (2015)

The Master Plan includes the Recommended Actions below that have implications for Stony Plain. Recommendations #1 and #2 align with recommendations in the Stony Plain plan that are or have been undertaken.

Building Cultural Capacity - Strengthen Municipal Collaboration:

1. Establish a Tri-Municipal cultural leadership group to extend existing cultural collaboration across the three municipalities. Ensure both municipal and culture sector representation.
2. Convene a Tri-Municipal Cultural Summit on a regular basis. The Summit will connect people working in the cultural sector across the three municipalities with municipal staff. A less frequent Summit could provide additional resources to mount an ambitious program including speakers and opportunities for professional development.
3. Consider the potential to use Cost Sharing agreements currently restricted to cultural facilities to support cross-municipal collaboration on initiatives such as shared programming, marketing and promotion, professional development, among other areas of shared interests and needs.

Support City Centre Revitalization:

4. Consider the construction of a small “black box” theatre for use by cultural groups and to support programming in the City Centre.
5. Undertake a feasibility study for building a Cultural Centre in the City Centre.

Appendix C: Cultural Planning Practice Review

This report is a review of selected cultural plans that provides intelligence around contemporary practice in Canadian cultural planning. Findings from this report will ensure alignment with best practice in contemporary cultural planning where relevant and applicable. Plans were selected for this review based on a combination of the following criteria:

Primary Consideration

- Accolades and peer recognition for the plan.

Secondary Considerations

- The municipality is within similar or future projected growth size of Stony Plain
- The municipality is within a short (1 hour) drive to a major centre or tourism region

The selected municipalities were:

Collingwood <https://www.collingwood.ca/town-services/documents/parks-recreation-culture-master-plan>

Temiskaming Shores [http://www.temiskamingshores.ca/en/city-](http://www.temiskamingshores.ca/en/city-hall/resources/CGP/EcDev/City_of_Temiskaming_Shores_Municipal_Cultural_Plan_Compressed.pdf)

[hall/resources/CGP/EcDev/City_of_Temiskaming_Shores_Municipal_Cultural_Plan_Compressed.pdf](http://www.temiskamingshores.ca/en/city-hall/resources/CGP/EcDev/City_of_Temiskaming_Shores_Municipal_Cultural_Plan_Compressed.pdf)

Centre Wellington in Ontario <https://www.centrewellington.ca/en/living-here/resources/Documents/Cultural-Action-Plan-2013.pdf>

Maple Ridge, BC, and Okotoks, AB <http://mapleridge.ca/DocumentCenter/View/16527/Maple-Ridge-Culture-Plan>

Okotoks <https://www.okotoks.ca/culture-heritage/plans/growing-together-culture-heritage-and-arts-master-plan-okotoks>

A similar exercise was also conducted on the city of Edmonton's 2018 plan, *Connections and Exchanges: A 10-Year Plan to Transform Arts and Heritage in Edmonton*, due to Edmonton's proximity and potential influence on outcomes for Stony Plain. However, given the

differences in scale and format between the Edmonton plan and those of the other selected cities, *Connections and Exchanges* will be discussed separately.

This summary should not be considered a complete encapsulation of the five cultural plans that are being discussed. Instead, it is an attempt to capture the priorities and themes that emerged in multiple plans and their associated measurements, as well as those which were most relevant to the context of Stony Plain. These priorities, strategies and themes have been grouped into seven areas of focus, and arranged by frequency of occurrence between plans, with items that were discussed in multiple cities' plans appearing higher in the list.

The focus areas, along with a summary of findings, are listed below, followed by a table summarizing the cultural plans.

Thematic Best Practices

Each of the themes listed below represent a thematic best practice that is evidenced in the majority of the plans.

Economic Development and Creative Economy

Developing a region's creative economy, along with leveraging arts, culture and heritage assets to grow a region's economy as a whole

While not all of the municipalities covered here cited economic development as a central pillar of their cultural plans, the economic benefit of a strong arts, culture and heritage sector was consistently cited as either a goal in and of itself, or as a beneficial outcome of other policies. The most common themes in discussions of economic development were:

- The benefits to economic stability and diversification that come from supporting the creative economy.
- The desire to capitalize on the unique character of a region through the promotion of cultural tourism, including niche opportunities like agri-tourism and food-based events.

- Identifying the municipality's role in developing shared resources for creative industries, such as creative hubs with access to shared technology, workshops and studios, specialized equipment such as recording and video production, and meeting rooms.
- Helping creative industries build their capacity.
- The role that a vibrant local culture plays in attracting and retaining talented workers.

Identity and Character

Understanding, preserving, and capitalizing on the unique cultural, artistic and historic aspects of a region

A knowledge of an area's history and its unique cultural and natural heritage are seen as an important tool for building strong relationships between citizens and their cities, and arts, digital media and other technology are recognized for their potential in capturing and sharing those stories. For most of the municipalities examined here, identity and character is essentially synonymous with heritage. The most popular recommendations involved:

- Identifying and inventorying public and private heritage sites.
- Finding ways to designate and preserve heritage sites.
- Incorporating heritage (including indigenous heritage) into public wayfinding and other signage.

Downtown Development and Placemaking

Using arts, culture and heritage to revive and re-energize downtown districts and enrich the relationship between citizens and the places they live, work and play

As historic downtowns are an important part of the identity and character of many of these municipalities, downtown development must often balance growth with the preservation of an area's unique character. Encouraging the reuse and revitalization of existing

heritage sites came up more frequently than building new cultural buildings, although studying the feasibility and need for new facilities was also encouraged.

One key role for arts and culture is its ability to beautify and add energy to a downtown core. Nearly all the municipalities looked at suggested bringing artists, installations, or pop-ups into unused and under-used private and public spaces, and providing incentives ranging from tax breaks to relaxations of bureaucratic red tape in order to reactivate those spaces as quickly as possible. The development or re-evaluation of public art policies was another common theme.

Intra-Regional Partnerships

Identifying opportunities for collaboration between municipalities in a given region

This category is difficult to evaluate, given that Centre Wellington and Temiskaming Shores are already amalgamations of previous regions. However, there was a shared sentiment between regions of the importance of maintaining positive relationships with all levels of government to advocate for and capitalize on any potential funding, as well as to investigate the possibility of sharing the costs and benefits of major infrastructure projects between regions. Where regional culture plans already existed, it was emphasized that local plans should align with the goals of the region.

Community Building and Social Capital

Strategies for building community support for arts and culture, along with ways of leveraging arts and culture to strengthen the social fabric of a community

A theme shared between all five municipalities was a desire to increase accessibility of cultural offerings, to ensure they are accessible to a whole community, regardless of age, ability, income, or other factors. This prioritizing of accessibility is a reflection of a shared belief in the value of art and culture as a sort of social bonding agent, connecting people to each other and to their community as a

whole. And while universal engagement is recognized as a priority, particular importance is given to connecting youth with local cultural opportunities, from arts activities to volunteerism to awards and recognition for creative entrepreneurship.

In terms of creating support for the cultural plans themselves, along with support for investment in arts, culture and heritage, common strategies include:

- Ongoing engagement with a variety of community and cultural groups.
- Ensuring that the plan's outcomes are measurable, useful, and clearly communicated with the public.
- Strategies commonly include action items classified as “easy wins”: Tasks that can be done quickly and easily, in order to show public success and build momentum for the cultural plan.

Artists

Items specifically addressed at engaging artists, as a distinct group from creative industries

More often than not, artists seem to be included in the more general category of creative industries. Where they are mentioned, it is typically in the importance of developing or maintaining funding programs for artists, and ensuring that those policies align with the cultural goals of the municipality. Artists are also recognized for their roles in placemaking activities.

A note on Indigeneity

Recognizing, integrating, and collaborating with the indigenous people, culture and history of a region

Detailed plans for collaborating with local indigenous groups were surprisingly rare, with only one of the five municipalities acknowledging the recommendations of Canada's Truth and Reconciliation Commission or the United Nations' Declaration on the Rights of Indigenous Peoples. It's worth noting that relationships with indigenous populations are a significant priority for Edmonton's current 10-year cultural plan.

Cultural Plan Benchmarking Table

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Population (2016 census)	28,191 (combined total for region)	21,793	82,256	28,881	9,920
Nearby urban centres or tourist regions (all distances approximate)	Guelph, ON (20km); Toronto, ON (100km)	Toronto, ON (160km); The Blue Mountains (3 rd busiest ski resort in Canada)	Vancouver, BC (40km)	Calgary, AB (50km)	N/A
Title of plan	Parks, Recreation and Culture Master Plan	Parks, Recreation and Culture Master Plan: A Framework for Wellbeing	Walking Together: Maple Ridge Cultural Plan	Growing Together: A Culture, Heritage and Arts Master Plan for Okotoks	Municipal Cultural Plan
Date approved	July, 2019	March, 2019	January, 2018	Fall, 2018	2013

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Economic Development and Creative Economy					
Leverage creative industry as source of diversification, stability and growth	✓	✓		✓	✓
Cultural tourism strategy (incl. development of year-round activities and niche tourism, like food tourism)	✓	✓	✓		✓
Promote awareness of existing and future activities through the creation of a “cultural portal” and other tools	✓	✓	✓		
Leverage culture, heritage and community pride to attract workers and future residents	✓			✓	✓
Create and revise policies to support and encourage creative entrepreneurship		✓	✓		✓
Create shared resources (eg. bookable meeting spaces, printing, tool libraries)			✓		✓
Encourage knowledge-sharing between cultural organizations			✓		✓
Encourage collaboration between private and public sectors			✓		✓

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Measure current economic impact of sector for future comparison	✓		✓		
Develop separate strategies for engaging locals vs tourists	✓	✓			
Create staff role as single point of contact between municipality and arts and culture industry	✓				✓
Utilize school curricula, grants, volunteer programs and other policies to increase youth participation in creative economy					✓
Leverage natural beauty to attract workers/ compete with larger municipalities					✓
Incorporate cultural map into planning/marketing	✓				
Seek cultural grants and private investment	✓				
Offer professional development and support in navigating municipal systems	✓				

Identity and Character					
Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Designate and protect heritage and cultural resources (including city public and private property)	✓		✓	✓	✓
Incorporate heritage info into signage and wayfinding	✓		✓	✓	✓
Develop cultural map including physical and intangible cultural sites (stories, history, buildings, etc)	✓		✓	✓	
Develop inventory of city-owned and private heritage and cultural property		✓		✓	✓
Embrace the uniqueness and authenticity of region in promotions and development	✓		✓		✓
Inventory and preserve natural heritage (“unique cultural heritage landmarks”)		✓		✓	
Explore ways to use art, technology and digital media to communicate history	✓			✓	✓
Encourage and embrace bilingualism					✓

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Make heritage and historical info available to newcomers			✓		
Acknowledge Indigenous history in signage and wayfinding			✓		
Downtown Development and Placemaking					
Develop public art guidelines (including funding approaches like 1% approach)	✓	✓	✓	✓	
Prioritize development of mixed-use spaces as hubs for cultural and community groups	✓	✓	✓		✓
Use underutilized or vacant private and public space for culture (incl. tax incentives, reduced red tape)	✓	✓	✓		✓
Encourage revitalization and re-use of existing heritage spaces	✓	✓	✓		✓
Prioritize development of a vibrant and active downtown core	✓			✓	✓
Use arts and culture as means of beautification (public murals, public art)		✓	✓		

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Explore the development of new cultural spaces	✓			✓	
Develop city-led initiatives to encourage engagement with culture and heritage (Culture Month, First Friday, walking tours of public art)		✓	✓		
Balance preservation of heritage character with potential for growth	✓				
Intra-Regional Partnerships					
Strengthen relationship with all levels of government to find and encourage funding	✓		✓		✓
Look for alignments with neighbouring communities for funding applications and promotional reach	✓				✓
Explore shared transportation services (eg. using seniors bus as transit for youth activities)	✓				
Align priorities with any existing regional plans and strategies		✓			
Share and collaborate on major projects (ie major building facilities)		✓			

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Join existing national and international promotional networks			✓		
Community Building and Social Capital					
Identify barriers to participation, promote universal accessibility, principles of inclusion	✓	✓	✓	✓	✓
Develop volunteer strategy, promote volunteerism		✓	✓		✓
Encourage distributed/small-scale cultural events through community grants and other policy		✓	✓	✓	
Policies and investments to retain and engage youth			✓	✓	✓
Encourage activities that engage all age levels, from youth to seniors		✓	✓	✓	
Use “easy win” objectives to build early momentum and public buy-in	✓			✓	✓
Ingrain accountability through tracking of specific goals and outcomes	✓		✓	✓	
Use arts events to celebrate diversity, promote social cohesion		✓	✓		

Promote participation over simple spectatorship		✓		✓	
Leverage culture to create pride in community	✓				✓
Maintain public support through clear communication and ongoing engagement			✓		
Use creative industry to communicate public benefits of arts, heritage and culture to community				✓	
Encourage events that enable flexible, spontaneous, drop-in participation		✓			
Develop digital literacy in arts organizations to help attract youth to arts and culture			✓		
Continuing engagement with multicultural communities (including indigenous communities)			✓		
Artists					
Ensure granting processes align with plan (including alternative funding models like microloans)	✓	✓	✓	✓	
Include artists and arts community in ongoing strategic discussions					✓
Engage artists in placemaking through residencies and pop-up activities			✓		

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Regular forums for knowledge sharing and skill development between artists			✓		
Commission art related to goals and objectives of plan				✓	
Miscellaneous					
Align culture plan with other existing municipal plans (and incorporate culture planning to other departments)	✓		✓	✓	
Build in flexibility for plan to learn and adapt over time				✓	
Share information, resources, best practices between all municipal departments, not just culture	✓				
Indigeneity					
Ongoing inclusion of Indigenous community in planning process			✓		✓
Incorporate Indigenous history into culture and heritage strategies			✓	✓	

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Indigenous acknowledgement			✓		
Reference Truth and Reconciliation recommendations			✓		
Use of art and culture as connector between indigenous and non-indigenous communities			✓		

Edmonton: *Connections and Exchanges*

https://www.edmonton.ca/city_government/documents/Connections_and_Exchanges_Final.pdf

Edmonton's *Connections and Exchanges: A 10-Year Plan to Transform Arts and Heritage in Edmonton* positions arts and heritage as an inherently valuable part of municipal life. An introductory goal of the plan is to “infuse culture, arts and heritage into every aspect of Edmonton's civic fabric, support cultural makers and interpreters, and grow Edmonton's arts and heritage audiences.” Significant space in the plan is given to narrative interludes, picturing imagined moments in the lives of Edmontonians throughout the plan's 10 year span.

Unlike most cultural plans, the plan does not link culture to the creative sector as an instrument for economic development. The word “economy” is only mentioned twice in the entire document, once in a description of the plan's development and again in a list of measures for determining the resiliency of the arts and heritage sector. The word “tourism” isn't used at all.

Although there is a great deal of detail throughout the plan, the key to *Connections and Exchanges* is its three ambitions, defined as a “set of three 'north star' vision statements that look to a long-term future for arts and heritage in Edmonton.” The ambitions were chosen to align with Edmonton's overall strategic plan, in addition to providing a vision for the arts and heritage sector.

Within these ambitions are more specific “Aims,” as well as 55 “Actions” spread between the City's three arts and heritage organizations. A particular emphasis is placed on heritage, citing the need for a new heritage policy, a “heritage ecology assessment,” and the embrace of a “City as Museum” initiative to encourage collaborative city-building through heritage.

The aims are also paired with a comprehensive set of outcome measures and performance indicators. Defining how the indicator will be evaluated and how often the measurement will take place, these measures were chosen to maximize the use of existing, peer-reviewed indicators while minimizing the overall amount of data collected, aiming for efficiency and relevance in all measurements.

Lastly, in the spirit of the Truth and Reconciliation Report, the strategy aims to involve Indigenous communities while respecting their independence and agency. Instead of developing specific plans *for* Indigenous people, the plan embraces the principle that “Indigenous peoples have agency in their journeys of revitalizing and participating in traditional, contemporary and future manifestations of their culture,” allowing that “Indigenous Peoples of this territory freely choose whether or not to participate in Edmonton's arts and heritage sectors and that they determine how they will participate.”

The three ambitions and eight aims of Edmonton's culture plan are summarized in the following table:

Ambitions	Aims	Alignment with Council's Strategic Plan
Alive With Arts and Heritage	Edmonton's neighbourhoods come alive with meaningful and relevant opportunities for participation and engagement	Healthy City
	Edmontonians feel a sense of belonging and connectedness to peoples, places and stories	Urban Places
	Arts and Heritage leaders are actively engaged in civic planning and implementation	
	Conditions are in place to remove barriers for all Edmontonians to participate in cultural experiences	
A Hub for Extraordinary Creation and Reputation	Dynamic exchanges of ideas and expertise occur between Edmonton's arts and heritage sector and the world	Healthy City
	Diverse platforms for collaboration exist within Edmonton that allow artistic and heritage communities to connect, create and collaborate	Regional Prosperity Climate Resilience
A Thriving and Well-Funded Arts and Heritage Ecosystem	Arts and heritage practitioners are economically resilient	Healthy City
	New and existing arts and heritage organizational capacity enables innovation and builds resilience in the sector	Regional Prosperity

(Adapted from Connections and Exchanges: A 10-Year Plan to Transform Arts and Heritage in Edmonton, Book 1, p. 56)

Appendix D: Cultural Resource Definitions⁸

Cultural Enterprises (Creative Cultural Industries)		
Advertising	Dance	Music
Advertising Agencies	Dance Studios and Instruction	Musical Instrument and Supplies Stores
Media Representatives	Dance Material and Equipment Suppliers	Sound recording studios
Antiques	Design	Musicians
Antique Dealers	Fashion Design Services	Performing Arts
Antique Restoration Services	Graphic Design Services	Comedy Companies
Architecture	Industrial Design Services	Dance Companies
Architectural Services	Interior Design Services	Musical Theatre and Opera companies
Art Dealers	Film and Video	Other Performing Art Promoters/Presenters
Artist Representatives	Motion picture and video production	Performing Arts Promoters without Facilities
Commercial Galleries	Motion picture and video distribution	Performing Art Promoters and Presenters
Art Galleries	Post-production and other video industries	Professional Bands
Artist-Run Galleries	Digital and Interactive Media	Professional Choirs
Public Art Galleries	Digital Media Production	Symphonies

⁸ Parks, Recreation and Culture Master Plan, Parkland County, 2017

ARTS, CULTURE & HERITAGE ACTION PLAN

Book Stores	Interactive Media Production	Theatre Companies
Book, Periodical and Newspaper Distributors	Video Games Design and Production Services	Independent actors and performers
Book Stores and News Dealers	Web Design and Production Services	Photography
Breweries and Wineries	Libraries and Archives	Photographers
Breweries	Archives	Photography Instruction and Studios
Wineries	Libraries	Photography Suppliers
Other Specialized Beverage Producers	Museums	Publishing
Broadcasting	History Museums	Newspaper publishers
Local Radio Stations	Science Museums	Periodical publishers
Local Television Stations	Other Museums	Book Publishers
Crafts	Music	Other Publishers
Crafts Stores	Record production	News Syndicates
Crafts Studios and Instruction	Music Instruction and Studios	Music Publishers
Crafts Suppliers	Integrated record production/distribution	
Visual Arts	Zoos and Aquariums	
Visual Arts (Artists) Studios	Aquariums	
Visual Arts Instruction	Wild Life Sanctuaries	
Visual Arts Materials Suppliers	Zoos	
Community Cultural Organizations		
Aboriginal (Indigenous) Groups	Agricultural Groups	Craft Groups
Aboriginal Artist Guilds	Horticultural Societies	Craft Guilds
Aboriginal Societies	Volunteer Farmer Markets	Craft Societies/Co-operatives

ARTS, CULTURE & HERITAGE ACTION PLAN

Dance Groups	Heritage Groups	Multicultural Groups
Dance Clubs	Genealogical Societies	Multicultural Clubs
Volunteer Run Dance Classes/Programs	Historical Societies	Storytelling Groups
Music Groups	Visual Arts Groups	Language Clubs
Bands and Choirs	Volunteer Run Art Organizations	Literature Groups
Volunteer Run Music Classes/Programs		Folklore Groups

Cultural Facilities and Spaces		
Aboriginal (Indigenous) Facilities	Motion Picture Facilities	Community Facilities
Living Arts Centers	Cinemas	Town Halls
Cultural Centers	Exhibit Theatres	Town Centers
Food and Entertainment Facilities	Multicultural Facilities	Community Centers
Eating establishments with cultural activity	Multicultural Club Halls	Social Club Facilities
Drinking establishments with cultural activity	Multicultural Outdoor Space	Public Spaces and Event Zones
Cultural Facilities	Religious Institutions	Fairgrounds
Art Centers or Interpretive Centers	Religious Institutions with event space	Event Zones
Performing Art Theatres or Spaces	Educational Facilities	Parks
Libraries	Elementary and Secondary Schools	Amphitheatres
Museums	Post-Secondary Schools	Public Markets (including Farmers' Markets)

ARTS, CULTURE & HERITAGE ACTION PLAN

Natural Heritage		
Conservation Areas	Nature Centers	Parks
Protected Areas	Planetariums	National Parks
Gardens	Nature Centers	State Parks
Arboretums	Nature Observatories	Local Parks
Botanical Gardens	Nature Reserves	Trails
Local Public Gardens	Bodies of Water	State/Nation Trails
	Rivers/Creeks	Experience Trails

Cultural Heritage		
Built Heritage Properties	Heritage Districts	Heritage Sites
Heritage Properties (Non-registered)	Heritage Districts	Archaeological Sites
Registered Heritage Properties	Heritage Designated Zones	Local Historic Sites
Public Art	Plaques and Monuments	State Historic Sites
Murals	Historical Plaques	National Historic Sites
Sculptures/ Statues	Monuments	
Intangible Heritage		
Languages (Oral Traditions)		
Cultures/Ceremonies		

Festivals and Events		
Aboriginal Festivals and Events	Food and Wine Festivals and Events	Celebrations
Craft Festivals and Events	Gallery or Studio Tours	Literary Festivals and Events
Multicultural Festivals and Events	Cultural Heritage Festivals and Events	Fall Fairs
Dance Festivals and Events	Agricultural Festivals and Events	Film Festivals and Events
Music Festivals and Events	Natural Heritage Festivals and Events	Natural Heritage Tours
Public Art Tours	Street Festivals and Events	Visual Arts Festivals and Events

Arts, Culture, and Heritage Action Plan Implementation Update

Downtown Creative Placemaking

Goal #1 - Expand upon the success of the Mural Program to introduce new murals that highlight contemporary and Indigenous stories throughout Downtown

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators	Progress
<p>a) Explore the possibility to transform vacant storefronts in Old Town to create downtown temporary window murals that expand upon the historic murals and highlight contemporary and/or Indigenous culture.</p> <p>b) Continue to work with business and building owners to offer incentives to transform potential private space through murals and/or potential other forms of public art.</p> <p>c) Consider preferencing stories of contemporary culture and Indigenous stories for selection of future mural projects and /or artists.</p>	<p>Culture and Tourism Development</p> <p>Cultural Roundtable</p> <p>Economic Development</p> <p>Chamber of Commerce</p> <p>Other Cultural Partnered Organizations</p> <p>Artists</p>	<p>Public Art Budgeted Funds</p> <p>Old Town Community Plan Funding Programs (as available)</p> <p>Potential for Private Sector Sponsorship</p>	<p>The character of Main Street and Old Town is extended and expanded upon.</p> <p>The vibrant culture of today and rich Indigenous cultural past of Stony Plain are reflected in the Town’s murals and other forms of public art.</p>	<p>Number of new permanent or temporary murals within the Downtown.</p> <p>Murals that reflect contemporary culture.</p> <p>Murals that reflect indigenous culture.</p>	<p>Completed</p> <ul style="list-style-type: none"> • <i>The Places You’ll Go</i> (Library) • <i>The Good Life</i> (Meridian Foundation) • <i>Comforts Past</i> (Meridian Foundation) • <i>Shaping the Future</i> (Meridian Foundation) • <i>We Learn, Grow, and Transform Together</i> (Heritage Park Trail) <p>In Progress</p>

					<ul style="list-style-type: none"> • Potters’ Guild (2026) • Youth Centre (2026)
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Goal #2 - Leverage downtown’s critical mass of cultural infrastructure through creating a strongly identified ‘cultural corridor’

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators	Progress
<p>a) Engage with downtown cultural institutions: Multicultural Heritage Centre, new Stony Plain Public Library, Parkland Potters’ Guild and the Stony Plain & Parkland Pioneer Museum to explore developing and supporting a ‘cultural corridor’.</p> <p>b) Work with Communications to explore ways to create destination and way finding signage between the Multicultural Heritage Centre, new Stony Plain Public Library, Parkland Potters’ Guild and Stony Plain & Parkland Pioneer Museum (downtown cultural institutions).</p> <p>c) Consider creating directional signage for the ‘cultural corridor’ at all entry points into Stony Plain. This could be connected to other signage directing</p>	<p>Culture and Tourism Development</p> <p>Communications</p> <p>Planning and Infrastructure</p> <p>External Stakeholders</p>	<p>Old Town Community Plan Funding (as available)</p> <p>Public Art Funds (potential)</p>	<p>Residents and visitors can easily find and identify cultural institutions.</p>	<p>Increased identification of Multicultural Heritage Centre, new Stony Plain Public Library, Parkland Potters’ Guild and Pioneer Museum on major routes leading to these locations.</p>	<p>Future Consideration</p>

traffic into the Old Town or as stand-alone signage.					
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Community Connection

Goal #3 - Support and encourage the community to participate in the creation of more ongoing, accessible activities that build awareness and appreciation of local arts, culture and creative businesses

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators	Progress
a) Support the creation of a partnered regular early evening (family and senior friendly) event that draws residents downtown to enjoy culture together. <ul style="list-style-type: none"> i. Model the event on the “First Friday” style cultural events happening throughout North America. https://en.wikipedia.org/wiki/First_Friday_(public_event) ii. Delivered through partnerships with local cultural organizations, artists and downtown businesses. iii. Promote the event to residents within the Tri-Municipal Region with a focus on local resident participation. iv. Consider seasonality and select the season (at least 4 months) that 	Cultural Roundtable Chamber of Commerce Culture and Tourism Development Visitor Centre Community and Protective Services	Additional resources required Funding through Old Town Plan Micro Grants (potential) Funding through existing Community Grants program Work with partners to	Old Town is seen as a vibrant cultural heart of Stony Plain. Residents and visitors are increasingly drawn to the opportunity with a large number of people of all ages participating in shared cultural experiences. Local artists and creative businesses work	Growth in number of community cultural events. Growth in number of businesses participating in community cultural events. Growth in number of cultural programs and events taking place in Old Town.	Completed <ul style="list-style-type: none"> • Library/ Blueberry jams and ukelele workshop Ongoing <ul style="list-style-type: none"> • Midsummer Thursdays

<p>works best for all partners for the inaugural year.</p> <p>b) Continue to encourage Cultural Institutions to provide programming that extends beyond their physical space and into public gathering areas within Old Town.</p> <p>c) Continue to ensure street level programming that visitors can “come across” as well as expand upon partnered programming (in partner destinations) such as busking, street fire pits, food trucks, scavenger hunts, etc.</p>		<p>apply for support through the GoA (AFA or CIP Grants) or Edmonton Arts Council</p>	<p>with existing downtown businesses towards a shared vision for a vibrant Old Town.</p>	<p>Growth in number of free cultural events and activities.</p>	
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Goal #4 - Create the conditions for Summer Sessions to grow

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators	Progress
<p>a) Work with interested partners to expand “Summer Sessions” programming throughout the year.</p> <p>i. Expand the Summer Sessions site</p> <p>ii. Consider street closures to allow more public gathering space, expand food and programming options through non-profit and private partnerships, etc.</p> <p>b) Consider how the future ‘Town Square’ can support a range of programming</p>	<p>Culture and Tourism Development</p> <p>Planning and Infrastructure</p> <p>Community and Protective Services</p>	<p>Growth dependent on partner resources</p> <p>Potential to access grant funding through GoA or</p>	<p>Summer Sessions continues to attract local audiences.</p> <p>Summer Sessions expands to a year-round program that highlights local and regional</p>	<p>Growth in number of attendees at Summer Sessions.</p>	<p>Completed</p> <ul style="list-style-type: none"> • Moved Summer Sessions to Heritage Park <p>Ongoing</p> <ul style="list-style-type: none"> • Sponsorship program

including outdoor performance, public gathering, food service and other cultural activities.	Cultural Roundtable Private and Non-Profit Community Partners	Edmonton Arts Council	talent and increases awareness and appreciation of culture.		<ul style="list-style-type: none"> • Addition of mobile vendors Future Consideration <ul style="list-style-type: none"> • Town square planning (through Corporate Planning process)
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Goal #5 - Preserve and celebrate the historic past of Stony Plain

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators	Progress
a) Review and Update the Municipal Historic Designation Policy. b) Work with the Multicultural Heritage Centre to explore the possibility of reviewing and updating the Historic Registry to include all historic sites, including sites of Indigenous historic and cultural significance. c) Explore the potential to create a municipal heritage ‘plaquing program’ to identify and tell the stories of historic assets throughout Stony Plain.	Culture and Tourism Development Multicultural Heritage Centre Potential: Stony Plain & Parkland Pioneer Museum,	Funding required for research, creation and installation. Potential to seek funding as a program through GoA Heritage	Increase and preserve knowledge of heritage assets within Stony Plain. Enhance awareness and pride in the historic story of Stony Plain.	Growth of Historic Registry to include all historic sites including sites of Indigenous historic and cultural significance. Number of plaques	Completed <ul style="list-style-type: none"> • Updated to Municipal Historic Resources Policy • Municipal Historic Resources program information and applications

i. This program could be extended to private residences.	Stony Plain Public Library	Awareness Grants or Canadian Heritage		indicating Historic Sites.	available on stonyplain.com
ii. This program should also include Indigenous history and where relevant Indigenous language and names.	Private Property Owners				In Progress
iii. Consider promoting these locations and their stories through the existing Mural communications.					<ul style="list-style-type: none"> • Digitization of historic site data • Plaquing program (2026)

Collaborative Planning & Participation

Goal #6 - Explore opportunities to streamline efforts and increase awareness of and access to cultural opportunities within the region through Tri-Municipal Regional partnerships

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators	Progress
a) Review current activities to identify programs and initiatives that are led or supported by the town that could be delivered more efficiently and with greater impact through partnerships with Spruce Grove and/or Parkland County.	Culture and Tourism Development	No change	Stony Plain citizens have access to a diverse set of cultural opportunities throughout the region.	Number of Tri-Region Cultural Summits.	Completed
b) Continue to work together through the Tri-Region Cultural Summit to consider ways to increase access and awareness of cultural opportunities which could take the form of shared	In partnership with Spruce Grove and Parkland County Administration	Potential for reduction in existing resources	Tri-Municipal residents seek out and	Number of collaborative activities undertaken.	

programming, marketing, coordination or other.			participate in cultural opportunities throughout the region.		
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Goal #7 - Integrate Stony Plain’s unique culture into public realm infrastructure

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators	Progress
<p>a) Work to identify ways to reflect Stony Plain’s unique culture within architectural and design standards and guidelines (for Old Town and/or beyond).</p> <p>b) Continue to ensure culture is considered within relevant community planning which may include developing internal procedures for working with Culture and Tourism Development and stakeholders.</p> <p>c) Consider utilizing public art to create or enhance planned public realm gateways within Old Town.</p> <p>d) Consider ways in which art and artists can be engaged to support planned street scape improvements as part of the Signage Strategy and creation of public amenities (light standards, transit stops, street furniture, etc.).</p>	<p>Culture and Tourism Development</p> <p>Planning and Infrastructure</p> <p>Cultural Roundtable / Public Art Committee</p>	<p>Potential - Existing Public Art allocation</p> <p>Old Town Community Plan</p> <p>Funding (as available)</p>	<p>Residents and visitors to Stony Plain clearly identify the town with a vibrant arts and culture sector.</p> <p>The Town has clear guidelines and approach to incorporate culture into planning and infrastructure.</p>	<p>Engagement of artists and creative industries in the development of new public realm infrastructure.</p>	<p>In progress</p> <ul style="list-style-type: none"> • Municipal Development Plan and Old Town Community Plan collaboration

e) Explore opportunities to include public art and other public realm cultural assets within the Town’s asset management structure.					
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Goal #8 - Take a collaborative approach to planning for cultural infrastructure

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators	Progress
a) Work to align cultural infrastructure planning with existing regional plans and strategies.	Culture and Tourism Development	Existing resources	Regional cultural infrastructure supports the needs of Stony Plain residents.	Sq. ft. growth in cultural infrastructure.	Completed
b) Advance the recommendations within the Arts & Culture Facility Plan and Conceptual Design Report.	Planning and Infrastructure	Additional resources may be required to advance recommendations within Arts & Culture Facility and Conceptual Design Report		Number of potential partnerships explored for shared investment in infrastructure.	<ul style="list-style-type: none"> Arts & Culture Facility Plan and Conceptual Design Report
c) Explore the opportunity to create a combined culture, creative industry and small business incubator space as outlined in the Economic Development Strategic Plan.	Economic Development		Capital investment is leveraged through partners and at other orders of Government.		Ongoing
d) Consider the integration of Indigenous cultural practices and educations experiences into future cultural facilities.	Multicultural Heritage Centre Chamber of Commerce In partnership with Spruce Grove and Parkland	Cultural Spaces Canada, through Canadian Heritage, is investing \$300M over 10 years (2018-2028) in the development of creative hubs	Cultural infrastructure planning is aligned and	Advancement of recommendations within the Arts & Culture Facility Plan and Conceptual Design Report.	<ul style="list-style-type: none"> Skydancer funding

	County Administration		supports other key Municipal plans.		
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Goal #9 - Support strong champions for Stony Plain’s arts, culture and heritage

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators	Progress
a) Undertake a review of the Cultural Roundtable Terms of Reference. <ul style="list-style-type: none"> i. Remove barriers to membership that prevent active cultural champions from participating. ii. Streamline committees to maintain committees that have active and ongoing work. iii. Assemble ad-hoc working groups as needed to focus on projects. b) Encourage and support members of the Round Table to continue to serve as champions for the Action Plan and public ambassadors for arts, culture and heritage within Stony Plain. c) Continue to support Town Council in their role as champions for Stony Plain arts, culture and heritage.	Cultural Services Cultural Roundtable	No Change / potential reduction in Municipal Resources	The Cultural Roundtable is inclusive of all people that contribute the vibrancy of culture in Stony Plain. The Cultural Roundtable continues to be an effective tool to support the advancement of the cultural plan, action plan and other cultural initiatives.	Initiatives undertaken by the Cultural Roundtable that Champion culture in Stony Plain.	Completed

Town Leadership

Goal #10 - Enhance the capacity to advance existing planning goals and objectives that deliver economic impacts through culture

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators	Progress
<p>a) Examine mechanisms to increase capacity for cultural planning and actions that advance key recommended under the Action Agenda.</p> <p>b) Consider the creation of a PT or FT position or addition of contract support within this examination.</p>	<p>Culture and Tourism Development</p> <p>Economic Development</p> <p>Planning and Infrastructure</p> <p>Chamber of Commerce</p> <p>Cultural Roundtable</p>	<p>Additional resources required</p>	<p>Create Old Town into a niche regional destination, based on its unique identity small-scale commercial experience and local events.</p> <p>Develop the conditions for creative industries to locate and thrive in Stony Plain.</p>	<p>Growth in capacity of Culture and Tourism Development.</p> <p>Growth in number of cultural resources.</p>	<p>Completed through annual Corporate Plan</p>

Goal #11 - Develop a Public Art Strategy

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators	Progress
<p>a) Strategy should clearly outline the internal mechanisms and process for funding public art, in line with the existing policy.</p> <p>b) Where possible, strategy should reflect actions outlined in this Plan as priorities for new public art projects.</p> <p>c) The Strategy should identify thematic priorities for public art that may include:</p> <ul style="list-style-type: none"> i. Reflecting the culture of Stony Plain today and into the future to compliment the historic murals. ii. Working with Indigenous artists from the Treaty 6 region. iii. Public Art projects that engage community either through their creation or as a finished piece. iv. Public Art integration into street furniture and urban design. 	<p>Cultural and Tourism Development</p> <p>Cultural Roundtable</p> <p>Other Community Partners</p>	<p>Additional resources required</p>	<p>More efficient and reliable internal public art processes with planning for public art integrated across internal departments.</p> <p>Public art reflects the unique cultural story of Stony Plain’s past, present and future.</p> <p>Citizens see public art as contributing to the quality of life in Stony Plain.</p>	<p>Development of a Public Art Strategy.</p>	<p>Completed</p>

Goal #12 - Benchmark and measure cultural resources as an indicator of growth

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators	Progress
a) Consider establishing a baseline inventory of cultural resources within Stony Plain. b) Benchmark growth against this inventory in 5 years.	Culture and Tourism Development	No additional resources required	Planning success is measured by the growth of cultural resources within Stony Plain.	Benchmarking complete Growth in number of cultural resources	Ongoing • Quarterly report (qualitative) Future Consideration • Quantitative benchmarking and reporting



Arts, Culture, & Heritage Action Plan Update

Agenda

1. Background
2. Focus Areas and Goals
3. Progress Update
4. Next Steps



What is the Arts, Culture, & Heritage Action Plan

- 5-Year Framework (2020-2025)
- Goals, considerations, and tactics for investing in and supporting arts, culture, and heritage development
- Community building, identity, and character

Our 5-Year Vision

“Our community’s culture begins with pride in its history, a commitment to inclusiveness and a creative path to our future.”



Focus Areas and Goals

1. Downtown Creative Placemaking

Goal: Expand upon the success of the Mural Program to introduce new murals that highlight contemporary and indigenous stories throughout Downtown

2. Community Connection

Goal: Support and encourage the community to participate in the creation of more ongoing, accessible activities that build awareness and appreciation of local arts, culture and creative businesses



Focus Areas and Goals

3. Collaborative Planning and Participation

Goal: Explore opportunities to streamline efforts and increase awareness of and access to cultural opportunities within the region through Tri-Municipal partnerships

4. Town Leadership

Goal: Enhance the capacity to advance existing planning goals and objectives that deliver economic impacts through culture





Progress

Summer Sessions

- Event moved to Heritage Park in 2021
- Mobile vendors on-site
- Features emerging and award-winning artists
- Grown to an attendance of over 5700 per season
- Sponsorship program



Art in Public Places

Strategy and Policy

- Strategy completed 2022
- Policy updated 2023





The Places You'll Go

Jeanine McIntosh, 2022
Stony Plain Public Library



Meridian Foundation Series

James Mackay, 2021
Whispering Waters



We Learn, Grow, and Transform Together

Angela Hall, 2023
Heritage Park



The Wisdom Comes

Pavlo Bolgaryn, 2024
Stony Plain Public Library



Animals

Brandon Vickerd, 2025
Hall Park



Perpetual

Hooman Mehdizadehjafari, 2025
Municipal Cemetery

Artist Laureate Program

- Began as the Poet Laureate Program in 2018
- Program was put on hiatus due to Covid
- Relaunched in 2026 as the Artist Laureate Program to allow for a broader range of artistic disciplines to participate

Artist Laureate

- Lisa Matthias
- Artist and printmaker working primarily in woodcut and etching
- Will deliver two public engagements, one which will occur during Alberta Culture Days
- Will complete a final project



What's Next

In Progress

- Youth Centre Mural
- Potters' Guild Mural
- Community Recreation Facility Artworks
- Historic Resources Plaquing Program



Culture and Tourism Master Plan

- New integrated plan focused on Culture and Tourism Development
- Completion in Q1 of 2027



Thank You

END OF ITEM



**REQUEST FOR DECISION
PUBLIC SESSION****GOVERNANCE & PRIORITIES COMMITTEE MEETING****MEETING DATE:** June 1, 2026**SUBJECT:** Tourism Master Plan Update

EXECUTIVE SUMMARY

The Tourism Master Plan (2021) established a strategic framework to guide tourism development in alignment with community growth and Council priorities. Since its adoption, the Town has advanced a range of initiatives that support community identity, cultural experiences, and destination management. As the current plan reaches its intended review timeline, Administration has initiated the development of a new integrated Culture and Tourism Master Plan in 2026-2027.

RECOMMENDATION

That the Tourism Master Plan Update be accepted for information.

BACKGROUND

The current Tourism Master Plan (TMP) was adopted in 2021 as a 10-year master plan with a formal review and update identified at the five-year mark. It established a long-term framework to guide tourism development, destination marketing, and initiatives that support visitor attraction, community identity, and economic growth. The plan identified strategic priorities through engagement with Council and interested parties including partners and the public.

Since the adoption of the TMP, Administration has advanced multiple initiatives identified within the plan, including:

- Launch of the Explore Stony Plain rebrand including an updated website and social media channels
- Rebranded and redesigned Destination Guide, Visitor Map, and expanded Public Art Guide including sculptures, banners, and temporary public art installations
- Worked with anchor attractions/events to develop new tourism-related products to attract target markets including Baby Boo with the Pioneer Museum, Lobby Exhibit with Red Brick Common, and Sidewalk Poetry with the Parkland Poets Society
- Creation and ongoing growth of Midsummer Thursdays as a recurring event focused on downtown animation, tourism growth, and economic development
- Development of the Tourism Ambassador Program providing visitor experience and tourism training to local businesses, organizations, and staff
- Completion of Destination Management Fund feasibility work which concludes that a Destination Marketing Fund is not reliably viable under current conditions
- Integration of tourism considerations into broader municipal planning projects including the Municipal Development Plan and Old Town Community Plan

- Support for downtown animation and tourism-focused business participation through placemaking grants and encouragement of extended business participation during events
- Support for improved visitor amenities and accessibility including expanded public washroom access through the Stony Plain Public Library and new transit options

The TMP is approaching its planned five-year review period. In response, Administration has initiated development of a new Culture and Tourism Master Plan that will build on work completed through the existing plan while identifying current gaps, opportunities, and updated implementation actions. The process will include public participation opportunities. The anticipated completion of the plan is Q1 2027.

Relevant Statutes/Master Plans/Documents

1. Arts, Culture, & Heritage Action Plan
2. Municipal Development Plan
3. Municipal Historic Resources Policy
4. Strategic Plan 2026-2029
5. Tourism Master Plan

STRATEGIC ALIGNMENT & KEY ACTIONS

Stony Plain Strategic Plan 2026-2029:

- Conduct meaningful and relevant engagement with the public to support our future vision, plans, and delivery of services.
- Showcase Stony Plain's diverse cultural identity through events, programs, and public art to strengthen connection, awareness, and support among residents and visitors.
- Enhance our downtown and commercial areas with destination marketing, events, and collaborative programs that welcome visitors, consumers, and patrons to Explore Stony Plain.

COMMUNICATION

This item will be included in the Council Highlights news release.

ATTACHMENTS

1. Tourism Master Plan
2. Tourism Master Plan Implementation Update
3. Destination Marketing Fund Feasibility Report
4. Presentation

Prepared by: Chantelle Laberge, Culture and Tourism Development Officer

Reviewed by: Brenda Otto, General Manager, Strategic Services

Approved by: Tom Goulden, Chief Administrative Officer



Stony Plain Tourism Master Plan

Final Report: May 13, 2021



expedition
MANAGEMENT CONSULTING

May 13, 2021

Chantelle Laberge
Culture & Tourism Development Officer
Town of Stony Plain
4905 – 51 Avenue
Stony Plain, AB T7Z 1Y1

Dear Ms. Laberge,

Please find enclosed the final Stony Plain Tourism Master Plan. It has been a pleasure working with you, tourism stakeholders, and the community to develop this important document. We look forward to learning about all your successes in the coming years.

If you have any questions or require clarification on the attached report, please feel free to contact me at 780.266.7888.

Sincerely,

Justin Rousseau, Managing Director
Expedition Management Consulting Ltd.



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EXECUTIVE SUMMARY

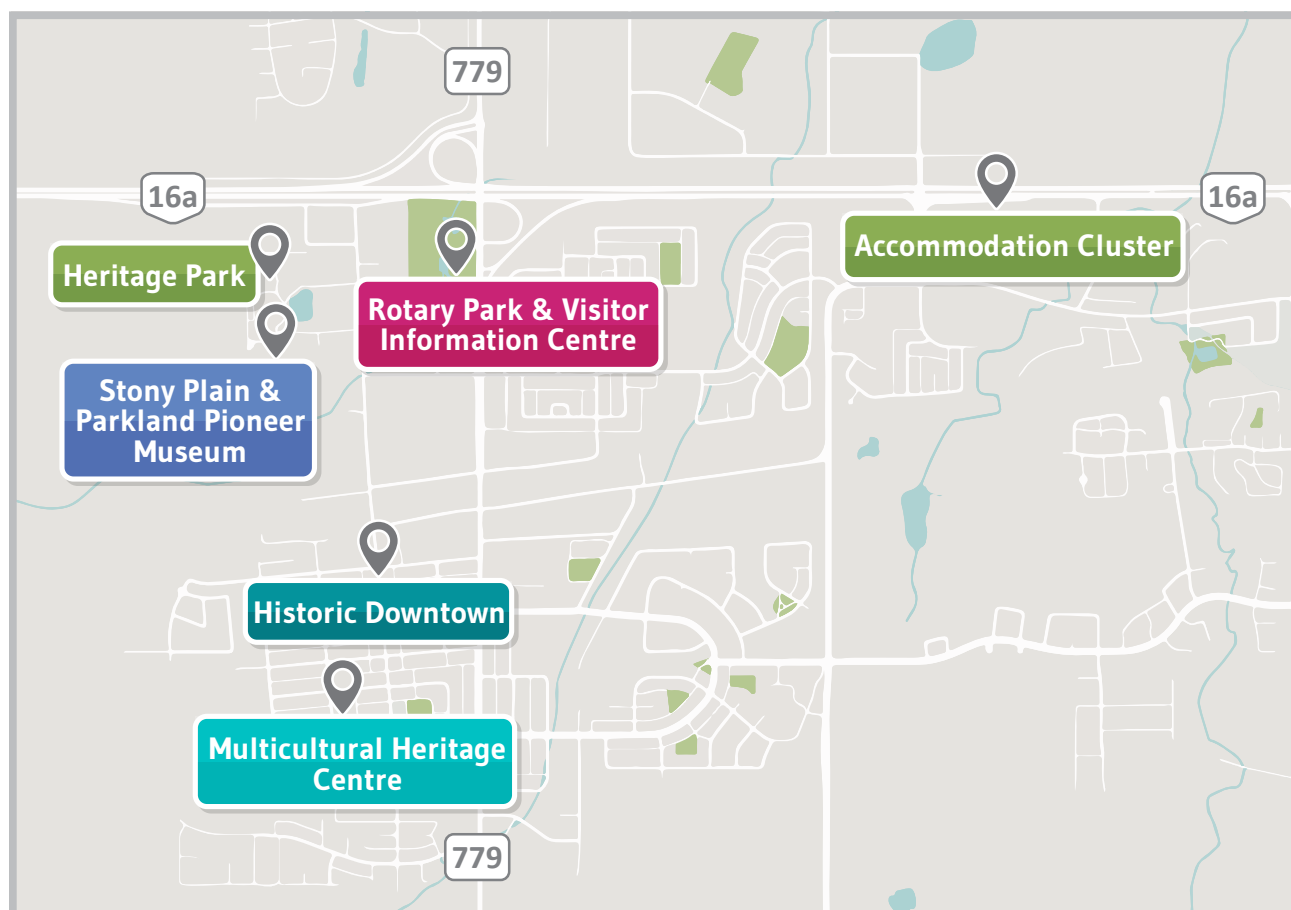


Community Overview

Founded over 100 years ago as a service centre for the surrounding agricultural lands, Stony Plain has grown to become a community with a rich cultural heritage, a dynamic and growing population, and forward-looking vision. Located on Treaty Six Territory just west of the City of Edmonton, the Town has close proximity to 1.3 million people, an international airport (YEG), and a wealth of complementary attractions in nearby Spruce Grove and Parkland County.

Stony Plain has embraced its cultural history and is home to compelling events, heritage assets, historic main street, unique shops, and an active community of artists and artisans. Facilities like the Stony Plain & Parkland Pioneer Museum and the Multicultural Heritage Centre provide a glimpse into the community’s agricultural ancestry, while the numerous murals help bring this history to life on the streets. Stony Plain’s downtown is the core of the community, where residents and visitors shop, live, work, and play. The recent downtown redevelopment project will upgrade and enhance the historic downtown for residents, businesses, and visitors. This redevelopment offers opportunities for future tourism development and could catalyze a transformation of Stony Plain into a regional destination.

Stony Plain’s Anchor Attractions and Key Tourism Areas





Destination Analysis

Tourism is widely recognized as an area of opportunity for Stony Plain. However, the community has not yet reached its full tourism potential. Key facilities and tourism areas, such as the Pioneer Museum, Multicultural Heritage Centre, and the downtown, are underutilized. Existing organizations lack the capacity and resources to fully program these areas and create new tourism experiences. To transform Stony Plain into a compelling destination that enjoys the sustainable benefits that tourism can produce, more should be done.

Anchor attractions and the downtown should be activated with engaging programs that appeal to both visitors and residents. New tourism experiences that broaden the appeal of niche offerings are also needed to attract a new generation of young, energetic visitors. The development of specialized and highly authentic offerings in the areas of culinary tourism, festivals and events, and visiting friends and relatives tourism will further serve to attract visitors, extend stays, and increase spending.

Equally as important as product development will be improving tourism marketing. Stony Plain should establish and effectively communicate a strong tourism brand that is rooted in its unique cultural offering. Existing marketing efforts should be expanded and enhanced to clearly communicate the community's tourism offerings to highly engaged visitor markets.

Fortunately, local stakeholders and businesses have expressed their interest in further developing tourism. There are also many examples of ongoing collaboration and mutual support between organizations in the community. Both of these indicators point to the conclusion that Stony Plain is poised for tourism growth.

Tourism development will require coordinated effort over many years and investments in people and infrastructure. The pay-off will be a strong and growing tourism industry that will generate economic and community value.

The Town's proximity to a large market, strong support from stakeholder groups, and inventory of assets presents a significant opportunity for tourism development. Investing in tourism will support local businesses and quality of life for residents. This will result in enhanced economic and social benefits for the community.

Vision for the Future

Stony Plain has an opportunity to invite visitors to discover and celebrate all the things that make the community special. To capitalize on this opportunity, the community will focus on cultural tourism development and will make a significant effort toward creating compelling cultural tourism experiences. The following statement encapsulates Stony Plain's vision for the future.

10 Year Vision

"By 2031, Stony Plain will become fully animated through cultural tourism. The community will have a hip rural vibe and become known as the place to be to engage in enriching cultural tourism experiences."



5 Year Outcomes

- The community will have fully animated its anchor attractions and key tourism areas with both active and passive programming that entertains visitors and draws them in.
- Stony Plain will have a clear and compelling tourism brand rooted in the community's cultural offering.
- Stony Plain's digital and traditional tourism marketing will be significantly expanded and enhanced, as well as provide a strong call to action for those seeking cultural experiences.
- On-brand tourism messages will be well received by target markets and lead to increased visitation, lead generation, and revenues for tourism-related businesses.
- The community will see new investment from multiple sectors to support tourism development.
- Regional partners will be engaged in collaborative initiatives to achieve mutual tourism objectives.
- Residents will report a high level of satisfaction with tourism development.

10 Year Outcomes

- There will be a significant increase in tourism product available to visitors.
- Stony Plain will have expanded its market reach and fully established itself as a leading cultural tourism destination in Alberta.
- Tourism will be widely recognized as a key contributor to the economic and social prosperity of the community.
- Stony Plain will be poised for continued tourism growth.

Focus Areas and Goals

Four overarching focus areas with accompanying goals have been developed to guide the community toward its vision for tourism.

1. Organizational Development

Goal: Build organizational capacity to support tourism development in Stony Plain.

2. Product Development

Goal: Build upon existing assets to develop compelling tourism experiences with broader appeal that will attract visitors to Stony Plain.

Four product development streams have been identified through the master planning process which show the greatest potential for development in Stony Plain. These streams include:



3. Marketing and Promotional Development

Goal: Focus the destination's tourism brand and entice travellers to visit by effectively promoting experiences to receptive target markets.

4. Destination Development

Goal: Enhance the capacity of local businesses and tourism stakeholders to transform Stony Plain into a high performing destination that is poised for future growth.

Market Strategy

Stony Plain will employ a product development strategy as its primary strategic focus. Stony Plain is well positioned to benefit from this approach as the community has proximity to a large regional market, there is market demand, and there are excellent tourism assets in the community.

Target Markets

Considering existing visitor data, and taking into account what inspires travel to Stony Plain, the following target markets have been identified for the master plan.

1. Day-trippers from Edmonton and area seeking to immerse themselves in Stony Plain's authentic arts and culture scene, vibrant downtown, and exciting festivals and events.
2. Overnight visitors from Alberta, British Columbia, and other parts of Canada travelling to Stony Plain to participate in compelling multi-day tourism packages.
3. Event goers from Alberta, other parts of Canada, and international destinations who are drawn to Stony Plain's events.
4. Visiting friends and relatives travelling to Stony Plain and the neighbouring communities who are looking to connect with their hosts through authentic experiences.

Explorer Quotient Targets

Destination Canada has established EQ profiles to help destinations identify their best Traveller Types. The experience preferences of the Cultural Explorer, Authentic Experiencer and Personal History Explorer Traveller Types align well with the product offering proposed in the master plan. These Traveller Types seek experiences that immerse them in local culture. They particularly enjoy visiting interpretive centres, museums, historic sites/buildings, and dining at restaurants offering local ingredients. These profiles are described further in the plan and in the appendix.

Implementation Framework

An implementation framework has been developed to support the tourism master plan. The framework identifies an organizational structure, roles, and funding mechanisms for tourism development that will move Stony Plain toward its vision.

Roles in Implementation

Town of Stony Plain – Takes the lead role in ensuring the master plan is moving forward in the most effective and cohesive manner. The Town will increase its focus on tourism product development and marketing.

Tourism Development Task Force – A multi-stakeholder group that acts as a forum for consistent communication, collaboration and idea sharing related to the implementation of the master plan. The task force will play an active role in implementing the master plan.

Stakeholder Groups – Stakeholder groups (e.g. local businesses, organizations, engaged citizens, etc.) will play a key role in growing tourism in Stony Plain. Businesses must be actively engaged in implementing the master plan.



Action Plan

The plan contains action items that are grouped into priority initiatives across the overarching focus areas for the master plan. An estimated implementation budget for the first three years and performance measures have also been developed to support the plan. Below are the top 10 action items for consideration during implementation.

Top 10 Action Items

- 1.** Obtain formal commitment from the Town of Stony Plain and other key stakeholders to implement the Tourism Master Plan.
- 2.** Establish a Host Organization (Town of Stony Plain) and Tourism Development Task Force who will be primarily responsible for implementing the Tourism Master Plan.
- 3.** Allocate financial and human resources to implement the Tourism Master Plan. Wherever feasible, resources should be leveraged between partner organizations to build collaboration between stakeholders.
- 4.** Develop tactical product development action plans for each tourism product line identified for Stony Plain (i.e. Arts, Culture and Heritage Tourism / Culinary Tourism / Events Tourism / Visiting Friends and Relatives Tourism).
- 5.** Host a tourism planning forum with stakeholders to kick off implementation of the master plan.
- 6.** Establish a clear and compelling tourism brand for Stony Plain focused on cultural tourism. Significantly enhance Stony Plain's digital tourism presence, including development of an enhanced tourism website and social media channels.
- 7.** Increase capacity to support tourism product development, marketing, and broader destination development by adding an Experience Development and Marketing Resource.
- 8.** Develop and implement an annual Tourism Marketing Plan for Stony Plain.
- 9.** Incorporate a tourism focus to the Town's Business Retention and Expansion Program.
- 10.** Develop and launch a Destination Animation Program targeted at key tourism areas during peak visitation times.



Conclusion

This document offers a strategic direction that will advance Stony Plain toward its vision to become fully animated through cultural tourism. It is clear that tourism presents a significant opportunity for Stony Plain and several important indicators point toward the community being ready to capitalize on tourism growth.

Now is the time for stakeholders to work together with a high degree of collaboration and strong investment to build a destination that is competitive in the long-term. By coming together as a team and committing to tourism development, the future will include a high quality of life for residents, strong income for businesses, and the preservation and enhancement of Stony Plain's special culture.

1

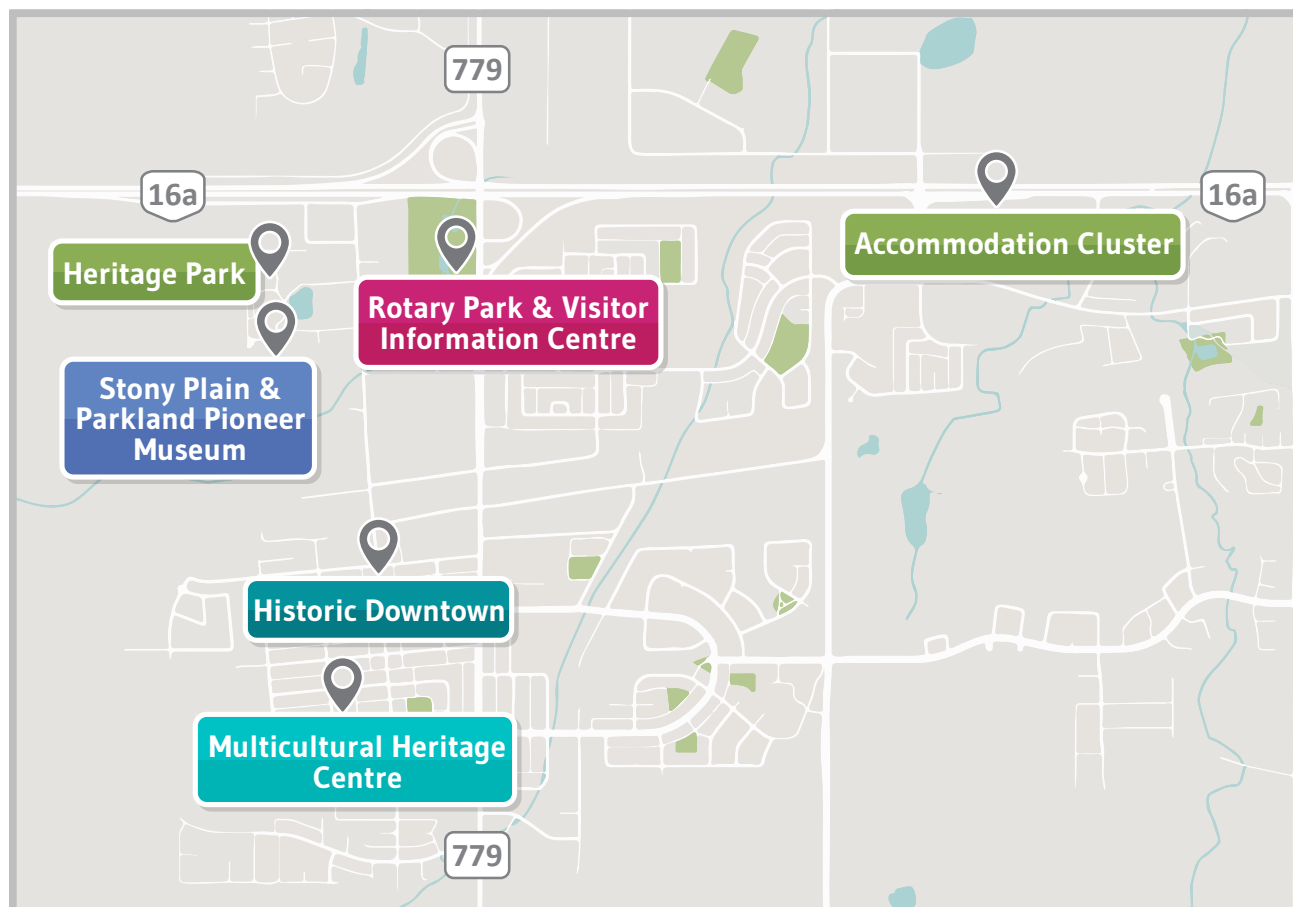
PROJECT OVERVIEW

Community Overview

Founded over 100 years ago as a service centre for the surrounding agricultural lands, Stony Plain has grown to become a community with a rich cultural heritage, a dynamic and growing population, and forward-looking vision. Located on Treaty Six Territory just west of the City of Edmonton, the Town has close proximity to 1.3 million people, an international airport (YEG), and a wealth of complementary attractions in nearby Spruce Grove and Parkland County.

Stony Plain has embraced its cultural history and is home to compelling events, heritage assets, historic main street, unique shops, and an active community of artists and artisans. Facilities like the Stony Plain & Parkland Pioneer Museum and the Multicultural Heritage Centre provide a glimpse into the community’s agricultural ancestry, while the numerous murals help bring this history to life on the streets. Stony Plain’s downtown is the core of the community, where residents and visitors shop, live, work, and play. The recent downtown redevelopment project will upgrade and enhance the historic downtown for residents, businesses, and visitors. This redevelopment offers opportunities for future tourism development and could catalyze a transformation of Stony Plain into a regional destination.

Stony Plain’s Anchor Attractions and Key Tourism Areas



Project Purpose

The Town of Stony Plain commissioned this study to review the current state of tourism in Stony Plain and develop a master plan for its future development. The plan will communicate a roadmap that will set the direction of tourism development within Stony Plain over the next ten years.

Process

The project had five, interconnected phases as described below.



Project Team

The Stony Plain Tourism Master Plan was overseen and developed by the Project Team. Below is a list of Project Team representatives.

Project Team

Town of Stony Plain	Chantelle Laberge – Culture and Tourism Development Officer
	Brenda Otto – General Manager of Strategic Services

Consultant Team

Expedition Management Consulting Ltd.	Justin Rousseau – Managing Director
	Maxwell Harrison – Senior Associate
	Drew Ziegler – Senior Associate
	Breanna Hives – Graphic Designer

Overview of Research

A variety of primary and secondary research activities, as well as detailed analysis, were conducted to develop this report. Primary research was gathered through facilitated sessions with residents and stakeholders, online surveys of residents and stakeholders, and one-on-one interviews. The level of engagement received from those who participated in the process was excellent and we had deep conversations with the public and stakeholder groups. Secondary research was gathered from local, regional, provincial, and national data sources, information requests of the Client, a review of relevant literature and an online review. Please see Appendix A for a list of research and analysis activities undertaken during the project.

Future Vision Images

This report contains several non-local images that have been incorporated to help readers envision a future state for tourism in Stony Plain. These have been labeled “Future Vision Image” throughout.



2

CASE FOR
INVESTMENT IN
TOURISM



There are many economic and community benefits to be gained through investment in tourism. This section provides a definition of what tourism is, as well as a brief overview of the benefits tourism can bring to Stony Plain.

What is Tourism?

Tourism is a dynamic and competitive industry that has no universally accepted definition. For the purposes of this report, tourism can be broadly defined as:¹

“The activities of people travelling to places outside their usual environment for leisure, business or other purposes for not more than one consecutive year.”

Using the North American Industry Classification System, we can further define tourism as an economic sector made up of the following five industries: Accommodations, Food & Beverage, Recreation & Entertainment, Transportation, and Travel Services.



Alberta’s Tourism Industry

Alberta’s tourism industry is often referred to as an “industry of industries.” It is comprised of all businesses, organizations and individuals that provide services and experiences to travellers. Tourism plays a vital role in the continuing economic success and development of Alberta and makes a significant contribution to the economic and social vitality of communities throughout the province.² Specifically, tourism has significant strategic value to the province and Stony Plain for the following reasons:³

- **Tourism is an economic platform** – Tourism crosses many sub sectors (transportation, food and beverage, recreation, culture) and has a broad and diversifying effect on the economic base of the province. A significant number of tourism operators are small and medium-sized businesses with many being family owned and operated.
- **Tourism supports jobs** – Visitors spend money at campgrounds, hotels, restaurants, gas stations, grocery stores, and retail stores in the Town. This is new money for small businesses that create jobs for residents.
- **Tourism has growth potential** – Research has demonstrated that both domestic and international visitors have an increasing, and strong interest in visiting Alberta destinations.
- **Tourism drives infrastructure** – Tourism can be the catalyst needed to invest in the built infrastructure that makes for great places to live and visit (e.g. parks, pathways, public art, signage and other amenities).
- **Tourism contributes to the awareness and positive image of communities in the global marketplace** – Tourism can enhance the reputation and awareness of communities on a worldwide basis. Tourists are potential investors and can become valuable ambassadors for business development and talent attraction in Stony Plain.

Economic Benefits of Tourism

There are many economic benefits of tourism as tourism brings visitor dollars into Stony Plain. Visitor spending is “new” money that then circulates throughout the local economy, multiplying its benefit. Additionally, tourism can expose Stony Plain to potential investors and homeowners. In some cases, tourists enjoy their visit so much that they choose to stay.

The tourism industry is a significant economic driver throughout the Province. The tourism industry in Alberta:⁴



Generates \$8.9 billion in direct visitor spending.



Supports 22,196 tourism businesses.



Sustains over 127,000 jobs province-wide.



Generates billions in total tax revenue for municipalities, the province and the federal government.

The Visitor Economy

The visitor economy refers to the widespread and often unseen benefits Stony Plain receives from dollars spent by travellers. Tourism is more than just a business sector; it is an economic driver that crosses multiple industries and supports growth in multiple ways. Here is an illustration:⁵

A family from North Carolina travels to Stony Plain to take part in the Blueberry Bluegrass Festival. They take a flight, rent a car, stay in a local accommodation, and rent or buy equipment. This is the “direct” impact of the visitor economy: local businesses receive money from tourism spending.

As a result of this spending, the festival generates more revenue and local businesses are able to make a profit and hire more staff. This “indirect” impact of tourism spending produces a multiplying effect as an economic driver by increasing wages, salaries, profits, and other business costs. Also, as more visitors come to Stony Plain, more work is generated in the supply chain, as wholesalers, food and beverage suppliers, tour planners, retailers, manufacturers, etc., are called upon to meet customers’ demands.

The new employees hired by businesses now have money to spend on clothes, food, transportation, entertainment and to pay taxes. This is the “induced” impact of the visitor economy. The ripple or spillover effects of this induced impact are felt as income, and taxes are spent throughout the province on housing, education, transportation, infrastructure, energy, communication, health care and other personal expenditures.

The end result is that tourism dollars circulate throughout the economy, amplifying their impact along the way, resulting in support for community building and economic well-being.

Community Benefits of Tourism

Tourism has the potential to provide compelling community benefits for Stony Plain, as well. While the benefits are multiple and varied, tourism can provide the following:⁶



A source of community pride

Celebrating local culture and sharing it with the world can be a significant source of pride for communities, individuals, and cultures.



Capacity to encourage community engagement

Tourism can provide opportunities for individuals within the community to become engaged through business, volunteerism, event/activity execution and interpretation of local culture.



Enhancements to the quality of life for residents

Communities that embrace tourism can often justify enhancements to infrastructure, events, and activities well beyond what could be achieved without a stable source of external revenue flowing into the community. Local community members benefit from enhanced amenities.



Preservation and Enhancement of Built and Natural Environments

The tourism industry can also contribute to the preservation and revitalization of built and natural environments in Stony Plain. When a destination's unique characteristics (e.g. special landscapes, authentic culture, history, etc.) are leveraged as tourism products, they acquire an enhanced value that goes beyond the economic considerations. Travellers experience an emotional connection to the places they visit, while residents find a newfound significance for things that they may have taken for granted before. The addition of such values provides the motivation to further protect significant community assets and, in some cases, enhance them.

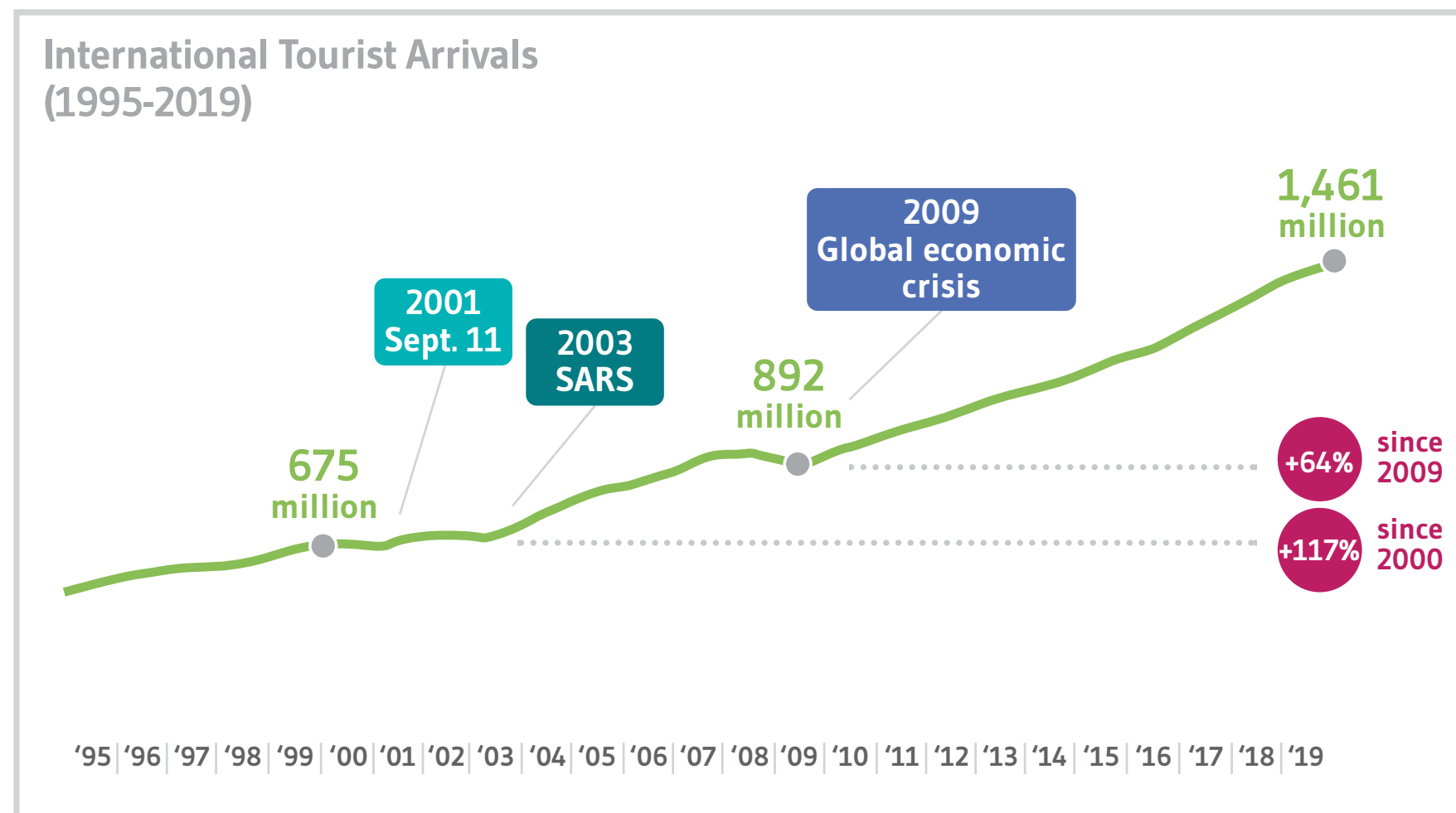
Great places to visit are also often great places to live. By embracing the tourism industry and being inviting to visitors, Stony Plain can further enhance the benefits it receives from tourism beyond the economic sphere alone.

Resiliency of Tourism

The COVID-19 crisis is unprecedented and tourism has been one of the most negatively affected sectors.⁷ The full impacts of the crisis cannot be known at this time, although, it is clear that significant recovery efforts will be needed. As the world responds to and recovers from this global health emergency, the tourism sector will need to evolve.

It is important to note that as a global industry, tourism has a strong history of growth and has been proven to be resilient through significant crises and events. International tourism has seen continued expansion over the past few decades, despite occasional shocks. In the past 20 years, international tourist arrivals have risen from 675 million in 2000 to 1.5 billion in 2019. This dramatic growth demonstrates the sector’s strength and resilience (see Figure 1).⁸

Figure 1. Global Tourism Growth and Resiliency Through Economic Shocks



Source: UNWTO

Why Invest?

Tourism already provides a multitude of benefits for Stony Plain and has the potential to generate far more. The Town’s proximity to a large market, strong support from stakeholder groups, and inventory of assets presents a significant opportunity for tourism development.

Investing in tourism development will support local businesses and quality of life for residents. This will result in enhanced economic and social benefits for the community. A conceptual model of how these benefits come to be is provided in the Destination Management Cycle (see below).

The Town’s proximity to a large market, strong support from stakeholder groups, and inventory of assets presents a significant opportunity for tourism development.

The Destination Management Cycle

If you build a place where people want to VISIT, you’ll build a place where people want to LIVE.

If you build a place where business needs to BE, you’ll build a place where people have to VISIT.



If you build a place where people want to LIVE, you’ll build a place where people want to work.

If you build a place where people want to WORK, you’ll build a place where business needs to BE.

Source: Travel Alberta. (2018).

3

TOURISM TRENDS



The impacts of COVID-19 and broad tourism trends at the provincial, national, and international levels are considered in this section. The findings from this research was used to inform the master planning process.

Impacts of COVID-19

Stakeholders in the tourism industry have often stated that tourism was the first hit, the hardest hit, and will be the last to fully recovery from the COVID-19 pandemic. With a disruption of this scale, there will be changes to how the tourism sector functions moving forward, including visitor behaviours and preferences, government responses, business operations, and community needs. Described below are potential trends that destinations should consider as they plan for recovery.

Pace of Recovery

Estimates on the pace of recovery for the tourism sector vary, but there is general agreement that full recovery will take several years. For example, Travel Alberta's goal is to rebuild Alberta's visitor economy to 2019 levels by 2023.⁹ There are many factors that will influence how fast tourism returns, including the rate of vaccinations, case loads, timelines for easing restrictions, the potential for new virus variants, and overall traveller confidence. However, it is clear that those jurisdictions who get control of the pandemic the quickest will be the best positioned to recover sooner.

Hardening of Borders

National, and in some cases provincial, borders have hardened significantly since the onset of the pandemic. As the pandemic comes under control, the movement of people across borders will become easier than it is now. Although, there could be new measures put in place that act as barriers to visitation. One example of this could be governments requiring a digital passport proving a person has been vaccinated before they can enter a country. Another consideration is that international visitors may be denied entry to certain countries based on their own country's state of response to the pandemic. This has potential to reduce the size of accessible international tourism markets.

Regional and Domestic Travel will be the First Segments to Recover

Experts agree that regional and domestic travel will recover much faster than international tourism for most destinations. Short-haul trips, often made to visit friends and family, will be an important market for tourism operators to capitalize on. This presents a particularly strong opportunity for smaller destinations that are near large population centres with people looking to explore new places without travelling too far afield. Stony Plain is well positioned to serve increased demand from regional markets.

Tailoring Experiences for the Visiting Friends and Relatives Market

After having lived through lockdowns that limited person to person interaction, there will likely be a surge in travel to visit family and friends. Historically, the tourism sector has not put much focus on this market, so there is significant opportunity to improve and expand offerings that cater to VFR travellers.

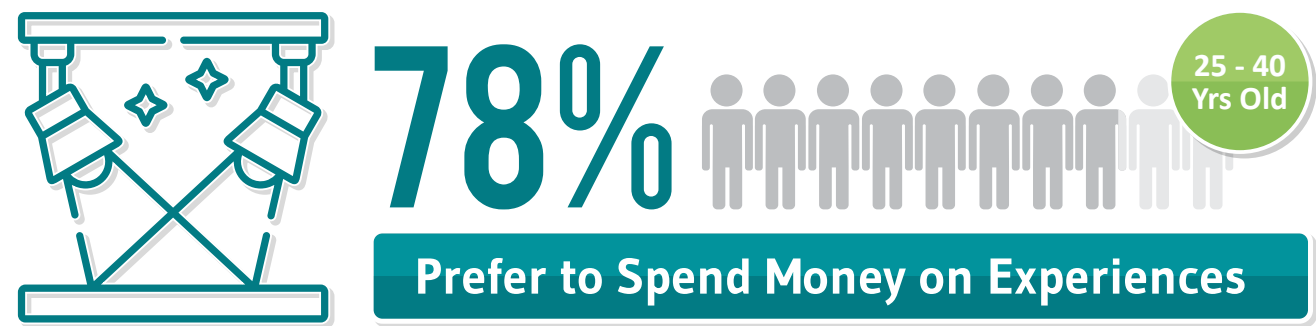


Tourism Trends

Experiences vs Material Goods

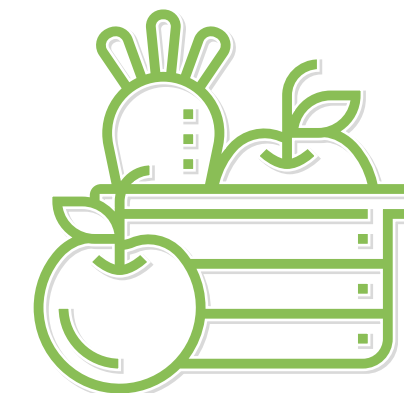
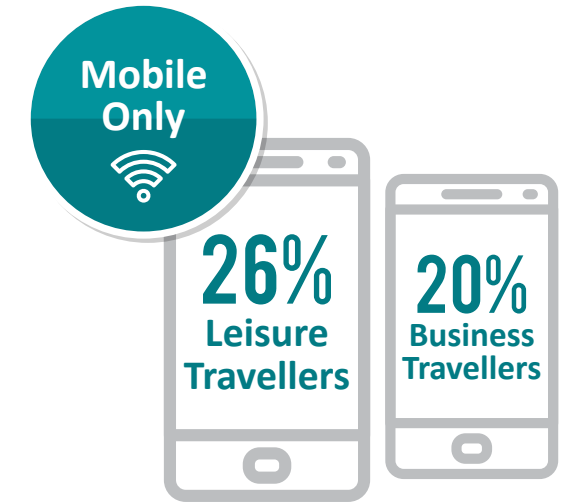
Today’s visitors are seeking experiential tourism products that connect them to the people and places they visit. One of the biggest recent shifts in consumer behaviour has been the prioritization of experiences over material goods. According to a 2015 study published in Forbes magazine, 78% of people between the ages of 25-40 prefer to spend money on an experience over a material possession.¹⁰ This growth in experiences is aligned with an increased desire to share experiences with others. In a Forbes survey, 69% of respondents said they believe attending live experiences helps them connect better with their friends, their community and people around the world, while 72% indicated they would like to spend more on experiences in coming years.¹¹

Visitors are seeking experiences that connect them to the people and places they visit.



Digital Travellers

Over the past decade, the world has undergone a significant digital transformation. According to some estimates, by 2021, more than 26% of leisure travellers and 20% of business travellers globally will be “mobile only,” operating with smartphones and tablets, rather than laptop or desktop computers.¹² These digitally connected travellers can research and purchase travel 24/7 through the internet, and they demand strong connectivity, even in rural or remote places. Destinations will need to have the infrastructure in place to ensure strong connectivity in order to attract the visitors of the future.



Localism

Consumers are embracing products that have local credentials or claims as they consider these products to be better quality, healthier, more sustainable, and more authentic.¹³ Examples of these products include craft beer, farm-to-table offerings, and local festivals that highlight community values. Visitors are seeking immersive experiences that allow them to “live like a local,” if only for a short period of time.

Culinary Tourism

Culinary tourism is big business in Alberta and the sector has been chosen as an area of focus for further development by the Government of Alberta.¹⁴ More than simply eating at local restaurants, culinary tourism adds value to the visitor experience by connecting producers and chefs, featuring local culinary talent, and creating new and memorable experiences that enable visitors to see, touch, smell, hear and taste the destination.¹⁵



Destination Stewardship

According to Destinations International’s 2019 Futures Study, the most significant shift overall for destination organizations worldwide is the expanding role from solely destination marketing to destination management.¹⁶ Today, destination organizations are focusing more intentionally on developing new destination experiences and stakeholder networks that incorporate a wider breadth of local companies and organizations, including those outside tourism and hospitality.

“Destination management addresses the interactions between visitors, the industry that serves them, the community that hosts them, and the environment (natural, built and cultural).”
 - UNWTO, 2019

Community Alignment

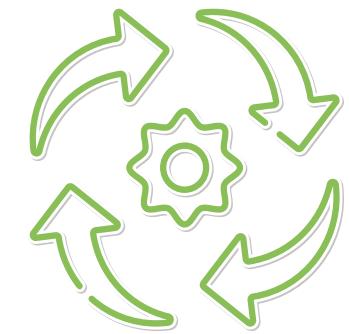
The most effective destinations have the support of government officials and area residents who believe that the visitor economy positively impacts their community and elevates their overall quality of life. Building coalitions between the public and private sectors to move a destination toward a common goal can be challenging due to the variety of audiences and agendas. However, the powerful benefits of community alignment are well worth the effort. When government, businesses and residents agree on the value of the visitor economy, then it is much easier to build support for new initiatives that will grow tourism.¹⁷



When government, businesses and residents agree on the value of the visitor economy, then it is much easier to build support for new initiatives that will grow tourism.

Sustainable Tourism Development

Globally, greater attention is being paid to the sustainability of the tourism sector. Sustainability refers to the environmental, economic, and socio-cultural aspects of tourism development. A suitable balance must be established between these three dimensions to promote long-term sustainability. According to UNWTO, sustainable tourism should:¹⁸



1. Make optimal use of environmental resources while maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
2. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to intercultural understanding and tolerance.
3. Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed.

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building.



4

DESTINATION ANALYSIS



This section provides the key findings that were synthesized from all the Destination Analysis activities. Please see Appendix A for a summary of the Destination Analysis activities that were undertaken.

Key Findings



1. Strong Support for Tourism Development

There is strong support among stakeholders and in existing strategies/plans to further develop tourism in Stony Plain. Numerous stakeholders, including local businesses, community organizations, festivals and events, government representatives, and residents, recognize the potential tourism has to vitalize the community, support economic growth, and improve quality of life.



2. Clarifying a Vision and Brand for Tourism in Stony Plain

There is a need to clarify a vision and brand for tourism in Stony Plain. Throughout the engagement process, stakeholders communicated uncertainty in terms of where tourism in Stony Plain is heading and what their identity is as a destination. Similar gaps were identified during the assessments completed by the consulting team. Creating a unifying vision and clear brand that the community can rally behind will be key to success.



3. Enhancing Tourism Marketing

Stony Plain markets its tourism offerings through a variety of digital and traditional (hard copy) channels, including the Tri-Region Tourism website, Town website, Destination Guide, Mural Guide, and several pamphlets for local attractions. Overall, existing tourism marketing tends to have a clean, attractive design with suitable balances between written and visual content. However, available analytics, consultant assessments, and feedback from stakeholders indicates there is room to improve Stony Plain's tourism marketing.

Unnecessary duplication was found between existing channels (i.e. municipal and tourism websites), and the content could do more to reinforce a clear tourism brand for the community and highlight anchor attractions. Another gap is an overall lack of a compelling call to action directed at visitors. Furthermore, the search engine optimization of the Tri-Region Tourism website was found to be low. Traffic to the website has increased in recent years; however, the website's overall performance is relatively weak in terms of its number of sessions, page views, etc. Importantly, it was found that the Tri-Region Tourism website does not prominently highlight Stony Plain's tourism product offering. A more coordinated, well-resourced, and impactful approach to tourism marketing is needed.



4. Activating Downtown Stony Plain

The recently redeveloped downtown presents a significant opportunity to become a focal point for tourism. What is needed now is to activate the area into a hub of visitor activity. Ideas for enhancements could include outdoor patios, activity zones, downtown events, and programming that animates the area during peak visitation periods (i.e. evenings and weekends).



5. Opportunity for Product/Experience Development

Stony Plain should develop more experiences to attract visitors, extend stays, and increase spending locally. There is a strong core of cultural and artistic product in the community, however, it is not presented in an easily consumable way. Additionally, there is a need to broaden the appeal of certain niche products to attract a wider market. The following opportunities for products were identified as having the highest potential for development in Stony Plain.

Arts, Culture, and Heritage Tourism

- A. Celebrating the Past – Stony Plain’s rich and diverse history can be leveraged to create compelling tourism experiences. The stories of Indigenous peoples, European settlers, and agricultural heritage contributes to the history of the area and would be of interest to certain traveler segments. Built assets, such as the Pioneer Museum, Multicultural Heritage Centre, and community murals can all be utilized to a greater degree as cultural tourism attractions. This can primarily be done through the creation of compelling, on-brand tourism experiences.
- B. Building an Emerging Cultural Vibe – Stony Plain has attracted a diverse set of highly skilled artisans, artists, and musicians. As such, Stony Plain has an opportunity to appeal to a younger audience who is seeking a hip cultural vibe and unique experiences that connect them to the places they choose to visit. This can be accomplished through art, music, restaurants, and programming throughout the Town and in particular the downtown core.

Culinary Tourism – Strong culinary offerings are often key to the success of destinations and, in Stony Plain’s case, could play a large role in activating the downtown. There is also an opportunity to leverage Stony Plain’s strong connection to the agricultural sector to develop authentic agritourism offerings that would be attractive to visitors.

Events Tourism – Local community groups produce popular anchor events such as the Blueberry Bluegrass Festival, Farmers’ Days (co-produced with the Town), and the Cowboy Gathering, while the Town hosts Canada Day, Family Fest, numerous summer sessions, outdoor movies and much more. These events are supported by excellent indoor and outdoor spaces, such as Heritage Park and Rotary Park. There is opportunity to leverage the success of these events and the quality of event spaces to support tourism development.

Sport events are another area of potential opportunity for Stony Plain. Local sport groups play a significant role in attracting and delivering sport events, which drives visitation and overnight stays in Stony Plain. The Town may consider investing in these opportunities from time to time.

Visiting Friends and Relatives Tourism – Stony Plain residents expressed strong support for increasing the quantity and enhancing the quality of tourism product that appeals to the visiting friends and relatives market (VFR). 77% of resident survey respondents were likely or very likely to invite their friends and family to visit within the next two years. Developing experiences and tailoring marketing efforts to this visitor segment could be a powerful opportunity to grow tourism.

77% of resident survey respondents were likely or very likely to invite their friends and family to visit within the next two years.





6. Collaboration and Partnerships are Needed

There was a clear sense of optimism among stakeholder groups and a strong desire to work together to achieve tourism objectives. Several stakeholder groups are already working well together and have formed successful partnerships. Some examples include the Town’s support for the Pioneer Museum and Multicultural Heritage Centre, and the Town’s partnership with the Greater Parkland Regional Chamber to operate the visitor information centre. Although, more could be done to provide opportunities for collaboration and align tourism development efforts. A multi-stakeholder organization is needed to move tourism forward. In the medium to long term, there may be opportunity to establish a stand-alone destination management organization (DMO) in Stony Plain.

Regional Collaboration

There is support from stakeholders to collaborate regionally on ongoing tourism marketing initiatives. However, it was found that Parkland County has no plans in the foreseeable future to invest in active tourism development. Additionally, while Spruce Grove supports the Tri-Region Tourism initiative, tourism is a relatively low priority for the City (“not in the top five focus areas”).



7. Building Capacity for Tourism Development

Capacity for tourism development is a challenge in the community. There is a need for more tourism training to improve customer service, promote experience development, and increase the local knowledge base around tourism.



8. Planning for Tourism Development

Tourism development has been limited by a lack of a plan to provide direction and accountability for tourism resources. There is a need to establish increased and sustainable funding sources to ensure tourism-related initiatives are properly resourced. In the medium to long term, Stony Plain may want to consider the creation of a destination management fund (DMF) to support tourism development.



9. Stony Plain’s Competitive Advantage

The unique characteristics of Stony Plain were analyzed in relation to its competitors to better understand what makes the destination special. From this analysis, it was determined that Stony Plain’s competitive advantage is its combination of compelling culture, art and heritage offerings in an authentic small town, rural atmosphere with attractive complementary offerings close by.



10. SWOT Analysis

The key findings from the SWOT analysis are provided next.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong supply of culture, arts, and heritage assets. • Friendly, welcoming residents. • Authentic small town, rural atmosphere. • Active community of musicians, artists, and artisans. • Strong ground access through Highway 16A and 779. • Proximity to a market of over 1.3 million people in the Edmonton region. • Strong interest from local businesses, stakeholder groups and residents to develop tourism. • Excellent visitor information centre and surrounding park area. • Strong culture of volunteerism. • Complementary tourism assets in the surrounding region, including natural attractions, agritourism opportunities, and sport/recreation facilities. 	<ul style="list-style-type: none"> • Lack of visitor and market ready experiences. • Underdeveloped destination development framework. • Lack of resources for tourism development and marketing. • Lack of animation and visitor-focused programming to draw visitors in and entertain them. • Business hours tend not to be aligned with peak visitation periods. • Fragmented tourism promotion system. • Lack of market awareness of Stony Plain’s unique offerings (locally and externally). • Tourism brand is not well defined. • Lack of transportation options. • Limited public washrooms available for visitors in the downtown core on evenings and weekends.
Opportunities	Threats
<ul style="list-style-type: none"> • Organizing and aligning key stakeholders for tourism development (i.e. governments, businesses, not-for-profit organizations). • Animating and activating key tourism areas to draw visitors in and increase spending (e.g. newly redeveloped main street, attractions, public spaces). • Capitalizing on the trend of increased domestic tourism. • Leveraging grant funding for destination development and tourism marketing. • Supporting the region’s core economic sectors through tourism. • Leveraging community and tourism assets to benefit residents and visiting friends and relatives. • Supporting utilization of Town owned facilities through tourism (e.g. Stony Plain Golf Course, potential future Regional Recreation Centre, etc.). • Leveraging regional attractions/assets to help drive visitation locally. Particular opportunity may exist with the proposed development of a Nordic Spa in Parkland County. • Collaborating with neighbouring municipalities and DMO’s to drive visitation regionally. • Leveraging the Edmonton Metropolitan Transit Services Commission to enhance transportation options for residents and visitors. 	<ul style="list-style-type: none"> • Threat of COVID-19 and potential future pandemics to the health of residents and visitors. • Economic crisis as a result of COVID-19. • Environmental threats, including degradation of natural areas from overuse, wildlife displacement, natural disasters, and climate change impacts. • Competition for limited investment and development resources (locally and provincially). • Competition for visitors from other destinations.

5

VISITOR ANALYSIS

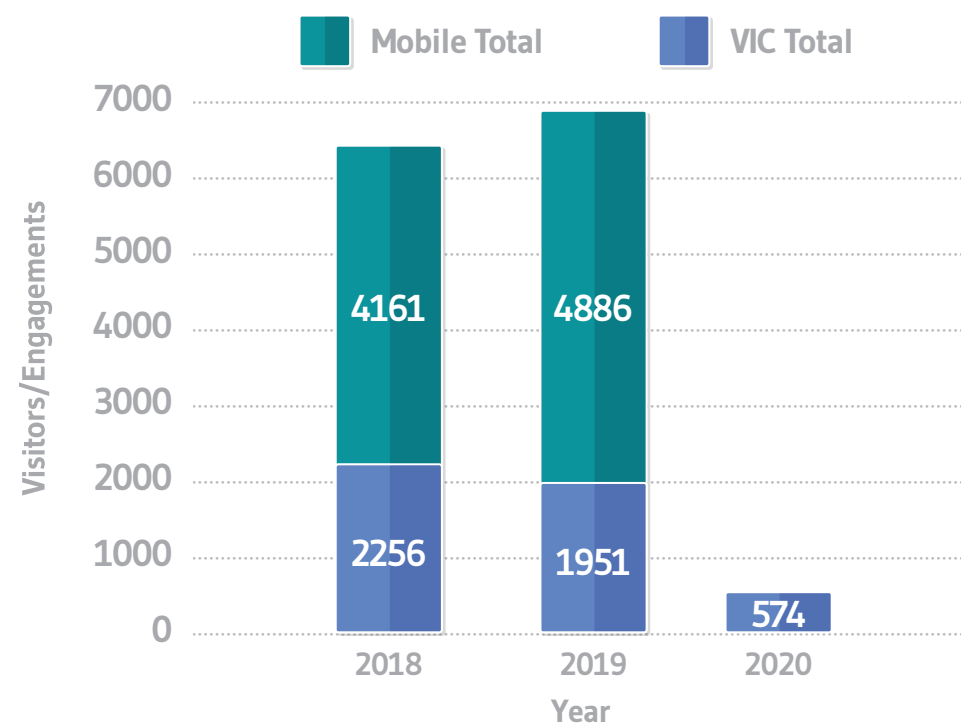


Market data on visitors to Stony Plain and region was collected and analyzed to support the tourism master plan. The main findings are summarized next.

Stony Plain Visitor Centre Statistics

The Stony Plain Visitor Centre welcomes over 6,000 visitors each year. Between 2018 and 2019, the visitor centre saw a slight decline in visitation while the mobile visitor kiosk saw an increase (see Figure 2). There was a significant decline in visitation in 2020 due to the COVID-19 pandemic.

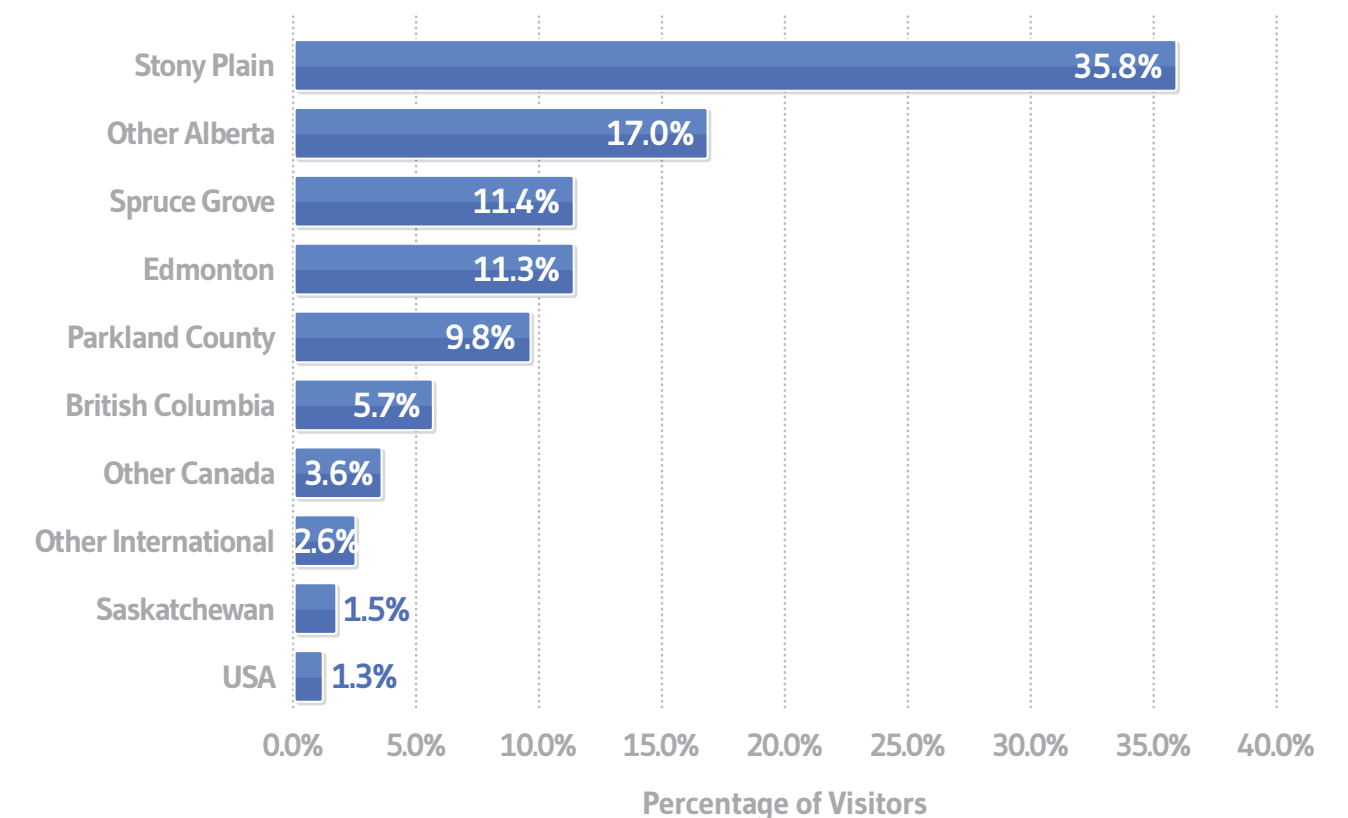
Figure 2. Annual Visitation to the Stony Plain Visitor Centre and Mobile Visitor Kiosk (2018 – 2019)*



*Local residents are included in these visitation statistics. Residents represent 30-36% of annual visits to the Visitor Centre.

Visitors to Stony Plain’s visitor centre primarily originated from within Stony Plain (35.8%). This was followed by Alberta residents from outside the region (17.0%), Spruce Grove (11.4%), Edmonton (11.3%), Parkland County (9.8%), BC (5.7%), other Canada (3.6%) other international (2.6%), Saskatchewan (1.5%), and the US (1.3%). In terms of seasonality, 60% of these visits occurred during the summer, 28% occur during the spring, 7% in the fall, and 5% over the winter. Visitors often requested tourism-related information from staff. The top queries included topics such as campgrounds, parks, maps, transportation, events, attractions, restaurants, shopping, and accommodations.

Figure 3. Origin of Visitors to the Stony Plain Visitor Information Centre (2019)



Domestic Tourism in Edmonton Area Tourism Region¹⁹

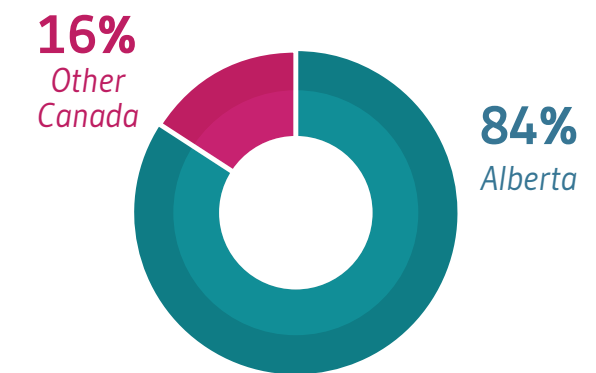
In 2017, 7.3 million visits were made by residents of Alberta and other parts of Canada to destinations in the Edmonton and area tourism region. Albertans accounted for 6.2 million (84%) of these visits, with 1.2 million person-visits (16%) originating from other parts of Canada. Overall, visits to the Edmonton area tourism region accounted for 21% of total person-visits in Alberta.

Approximately 35% of all visits included at least one overnight stop, primarily by Alberta residents. Of the 2.94 million overnight visits to the region, Central Alberta residents accounted for 20% of the visits followed by Calgary and area with 19% and northern Alberta with 15%. An additional 14% and 9% were attributed to neighbouring British Columbia and Saskatchewan, respectively.

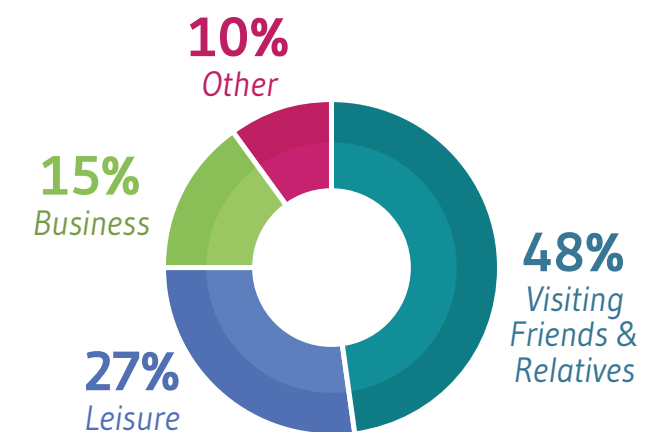
The main purpose of overnight visits was for friends and family (48%), leisure (27%), and business (15%). 55% of nights were spent in the homes of family and friends, followed by hotels, motels, and other roofed accommodation (44%), and campgrounds and RV parks (1%). Domestic visitors tended to stay an average of 2.7 nights with an average party size of 2.3 people. Domestic overnight visits were primarily from July to September (29%) and October to December (27%), followed by April to June (23%) and January to March (21%).

The total direct tourism expenditures for the region was an estimated \$1.885 billion, of which food and beverage accounted for the largest share (27%), followed by private vehicle/rentals (21%), retail/other (16%), accommodations (16%), public/local transportation (14%), and recreation/entertainment (6%).

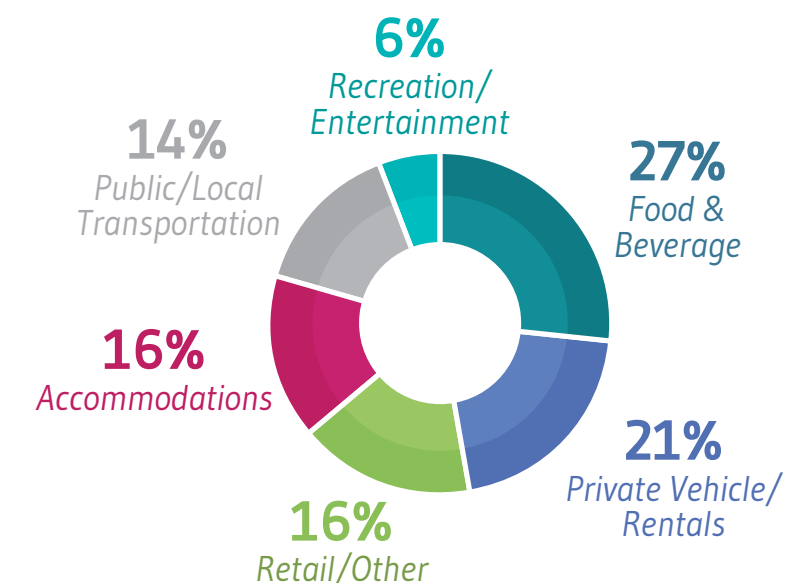
Domestic Visitation to Edmonton Area Tourism Region



Main Purpose of Trip



Visitor Spending



Visiting Friends and Relatives Tourism

Traveling to visit family and friends is a significant driver for travel to the Edmonton area. In fact, “Visiting Friends and Relatives (VFR) represents a considerable share of all tourism in Alberta.”²⁰ The VFR market accounts for 43% of all in-province trips by Albertans, and VFR is the main reason for more than half of Canadians traveling to Alberta from other provinces.

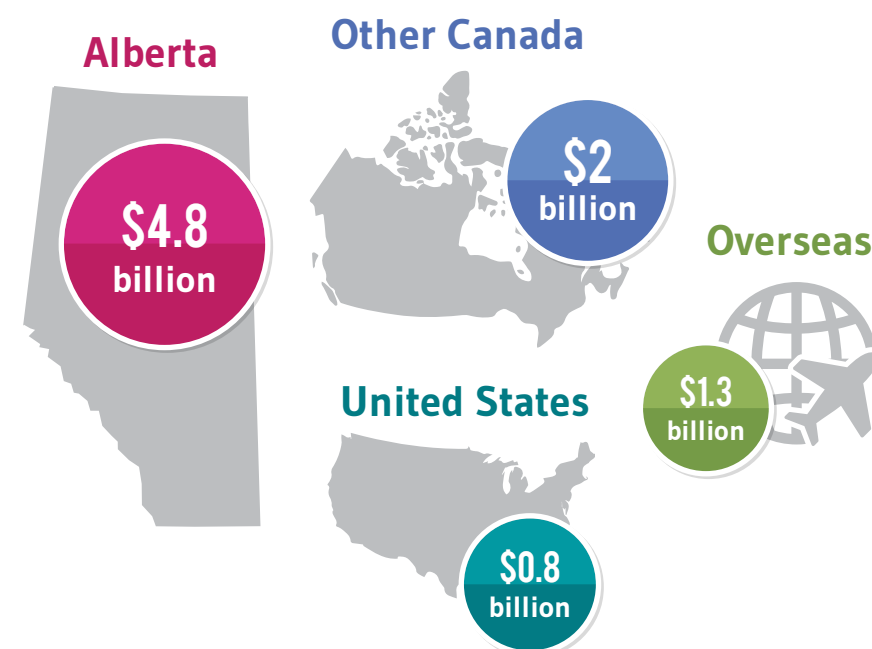
Research on the VFR market in Alberta indicates that residents use their personal experience to determine what to do when friends and family visit from out of town. Planning is typically a joint effort between the hosting resident and their guests. While most hosts are involved in trip planning (80%), very few hosts plan activities in advance of their guests’ arrival (15%). More often plans are made once guests arrive (23%) or both before and after guests arrive (41%).²¹ Given that planning happens in the destination and is relatively spontaneous, resident hosts rely on personal experience to inform decisions on where to go and what to do with guests.²²

Domestic and International Visitation to Alberta*

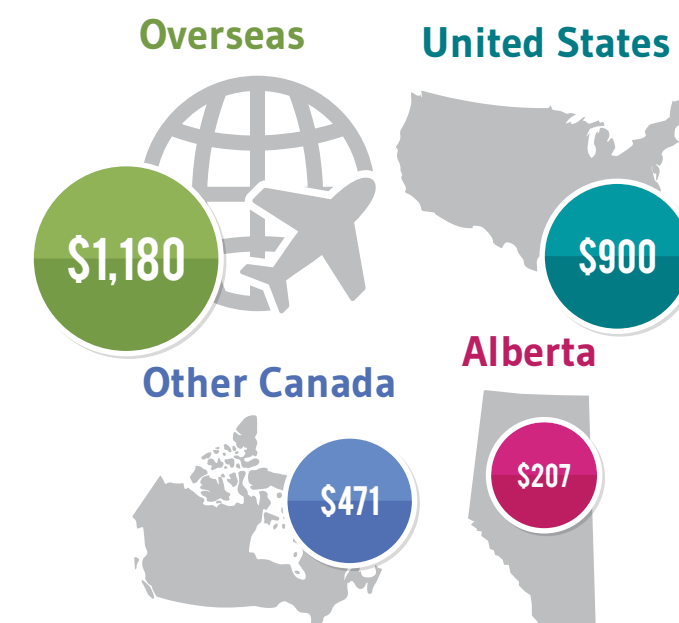
In 2017, 36.9 million person-visits were made to destinations in Alberta. Visitors primarily came from within Alberta (83%), followed by other parts of Canada (11%), overseas countries (3%), and the United States (2.6%). Alberta-based visitors were responsible for the majority of person-visits; however, this market was only responsible for 54% of total tourism expenditures. Other Canada (22.0%), overseas countries (14%) and the United States (10%) were responsible for almost half of the total tourism expenditures made in the province. Key sources of overnight inbound travel to Alberta include neighbouring provinces, the U.S. and major European and Asian markets.²³

*Due to a change in the quality of data from Statistics Canada, starting in 2015 the Alberta government only provides analysis for international visitation to Alberta on a province-wide basis.

Total Expenditures by Origin



Average Spending Per Person Per Visit





6

VISION AND GOALS

Vision Statement

Stony Plain has an opportunity to invite visitors to discover and celebrate all the things that make the community special. To capitalize on this opportunity, the community will focus on cultural tourism development and will make a significant effort toward creating compelling cultural tourism experiences. The following statement encapsulates Stony Plain's vision for the future.

10 Year Vision

"By 2031, Stony Plain will become fully animated through cultural tourism. The community will have a hip rurban vibe and become known as the place to be to engage in enriching cultural tourism experiences."



Future Vision Image

5 Year Outcomes

- The community will have fully animated its anchor attractions and key tourism areas with both active and passive programming that entertains visitors and draws them in.
- Stony Plain will have a clear and compelling tourism brand rooted in the community's cultural offering.
- Stony Plain's digital and traditional tourism marketing will be significantly expanded and enhanced, as well as provide a strong call to action for those seeking cultural experiences.
- On-brand tourism messages will be well received by target markets and lead to increased visitation, lead generation, and revenues for tourism-related businesses.
- The community will see new investment from multiple sectors to support tourism development.
- Regional partners will be engaged in collaborative initiatives to achieve mutual tourism objectives.
- Residents will report a high level of satisfaction with tourism development.

10 Year Outcomes

- There will be a significant increase in tourism product available to visitors.
- Stony Plain will have expanded its market reach and fully established itself as a leading cultural tourism destination in Alberta.
- Tourism will be widely recognized as a key contributor to the economic and social prosperity of the community.
- Stony Plain will be poised for continued tourism growth.

Focus Areas and Goals

Four overarching focus areas with accompanying goals have been developed to guide the community toward its vision for tourism. Detailed action items to support the achievement of these goals are provided in Section 9 – Action Plan.

Focus Area #1. Organizational Development

Goal: Build organizational capacity to support tourism development in Stony Plain.

The first step toward developing tourism in Stony Plain will be to enhance tourism service delivery systems in the community. The Town will expand its role in destination management, particularly regarding product development and marketing. However, the Town will need strong support from the community and stakeholders in order for tourism development to be successful. Multiple partner organizations from a variety of sectors will need to come together through collaborative efforts to organize themselves for tourism growth.

Focus Area #2. Product Development

Goal: Build upon existing assets to develop compelling tourism experiences with broader appeal that will attract visitors to Stony Plain.

In order to attract more visitors to Stony Plain, compelling tourism experiences that resonate with target markets need to be developed. Anchor attractions, such as the Pioneer Museum and Multicultural Heritage Centre, and the downtown core should become activated through ongoing programming that appeals to visitors. Supporting experiences that diversify and complement Stony Plain's cultural offering also need to be developed. Four product development streams have been identified through the master planning process which show the greatest potential for development in Stony Plain. These streams include:

1. Arts, Culture and Heritage Tourism
2. Culinary Tourism
3. Events Tourism
4. Visiting Friends and Relatives Tourism

Case Study: Chartier Restaurant

Chartier restaurant in Beaumont, AB is an excellent case study on the power unique culinary offerings have to support tourism and vitalize downtown areas. Particularly when the culinary experience links with the culture of the community.

Chartier was an idea born out of the passion, dedication, and love that two local entrepreneurs had for their community. More than just a restaurant, Chartier provides its customers with a deep connection to the French roots of the community. The restaurant also celebrates local history and partners with regional producers to provide the freshest products to its customers.

People from throughout the Edmonton Capital Region regularly make the trip to Beaumont to experience Chartier and it has become a local staple. In this way, Chartier has become a focal point for Beaumont's downtown and a driver of tourism.

Stony Plain could benefit from encouraging this type of culinary experience in the downtown core to help activate main street.



Focus Area #3. Marketing and Promotional Development

Goal: Focus the destination's tourism brand and entice travellers to visit by effectively promoting experiences to receptive target markets.

Stony Plain should establish a clear and compelling tourism brand, in addition to expanding and enhancing its tourism marketing activities for it to grow as a destination. The main areas for improvement include Stony Plain's digital presence (i.e. tourism website and social media channels) and existing visitor information resources, such as the Destination Guide, attraction pamphlets, and mapping.

Focus Area #4. Destination Development

Goal: Enhance the capacity of local businesses and tourism stakeholders to transform Stony Plain into a high performing destination that is poised for future growth.

Capacity enhancing initiatives will be vital in supporting stakeholders in their efforts to transform Stony Plain into a high performing destination that is poised for future growth. Responding to and recovering from the COVID-19 pandemic will be important in the near term, as will enhancing the attractiveness of the destination to visitors and tourism investors.

Case Study: Tourism Marketing in Sylvan Lake

In 2016, the Town of Sylvan Lake completed a Visitor Friendly Assessment and Action Plan. As part of the assessment, digital visitor information was reviewed and significant opportunities for improvement were identified.

One of the key recommendations from the plan was to develop a stand-alone tourism website that would promote Sylvan Lake's core assets and strengthen the destination's brand. Since then, Sylvan Lake has gone on to develop an excellent tourism website that showcases the destination and gives visitors a compelling reason to visit!

This type of approach could work very well as Stony Plain seeks to focus efforts on its cultural tourism offering.

Please visit <https://visitsylvanlake.ca/> to see more.



7

MARKET STRATEGY AND TARGET MARKETS



Strategy for Tourism Development

When developing Stony Plain’s market strategy for tourism, Ansoff’s Product/Mission Mix was utilized (see Figure 4). This model helps to frame what direction tourism development should take. Ansoff’s Matrix identifies four different strategies, which can be described as follows:

Market Penetration (existing products in existing markets)

- Expanded provision of existing product for existing markets.

Market Development (existing products in new markets)

- Focus on existing products promoted to market segments currently not highly engaged.

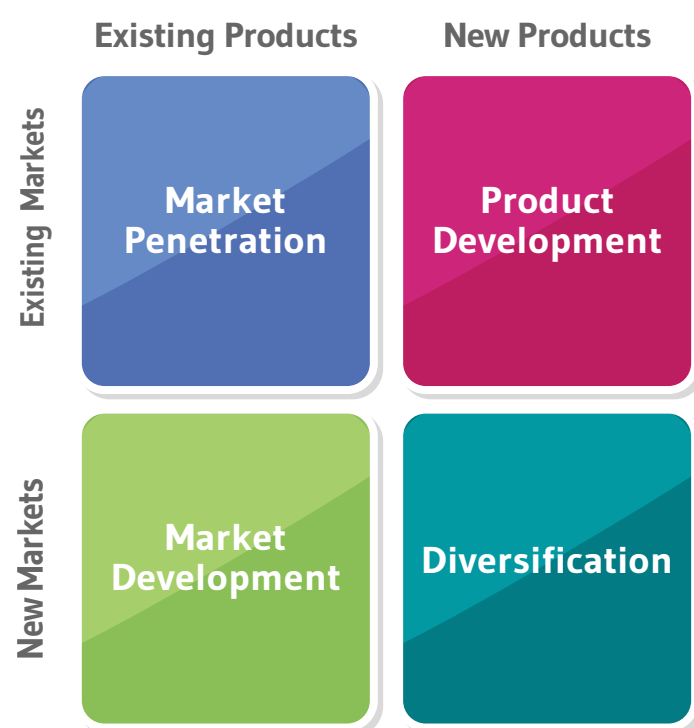
Product Development (developing new products for existing markets)

- Expansion of current products or addition of new products for existing markets.

Diversification (developing new products for new markets)

- Develop new products specifically designed to attract and engage new markets.

Figure 4. Ansoff’s Product/Mission Mix



Strategic Focus

Stony Plain will employ a product development strategy as its primary strategic focus. The following points support this focus.

Product Development

- A. Large, Accessible Markets** – Stony Plain has ready access to large Alberta-based markets, in particular the Edmonton Capital Region. This represents a significant number of potential visitors, many of whom are actively seeking experiences Stony Plain can offer. There is significant opportunity to create a stronger connection with this customer base in order to expand market share.
- B. Need for New Product** – A lack of visitor and market ready tourism products in Stony Plain indicates a need for new product.
- C. Opportunity to Build Upon Anchor Attractions** – The community has several anchor attractions and assets that drive visitation to the area. Building upon these existing attractions to expand their appeal will be easier than developing brand new products for new markets.

The destination must be responsive to the needs of both visitors and residents. This will ensure that product development is consumer focused, while still gaining the support of local people.

Important Note

Product development is the primary strategic focus and the majority of implementation activities should generally fall within this focus. However, it is important to note that Stony Plain does not need to limit itself exclusively to this approach. If attractive opportunities within the focus areas of market penetration, market development or diversification present themselves, they should be considered on a case by case basis.

*Future Vision Image*

Target Markets for Stony Plain

Considering existing visitor data, and taking into account what inspires travel to Stony Plain, the following target markets have been identified for the master plan.

1. Day-trippers from Edmonton and area seeking to immerse themselves in Stony Plain's authentic arts and culture scene, vibrant downtown, and exciting festivals and events.
2. Overnight visitors from Alberta, British Columbia, and other parts of Canada travelling to Stony Plain to participate in compelling multi-day tourism packages.
3. Event goers from Alberta, other parts of Canada, and international destinations who are drawn to Stony Plain's events.
4. Visiting friends and relatives travelling to Stony Plain and the neighbouring communities who are looking to connect with their hosts through authentic experiences.

Explorer Quotient Targets

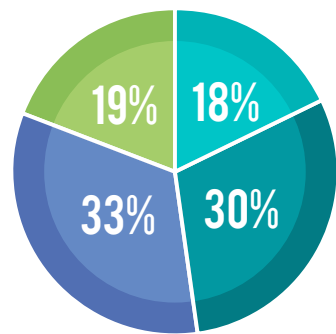
Explorer Quotient (EQ) is a market segmentation tool developed by Destination Canada and utilized by Travel Alberta to help destinations identify their best Traveller Types. There are several Traveller Types and each one has particular experience preferences, characteristics, and travel values. The experience preferences of the Cultural Explorer, Personal History Explorer, and Authentic Experiencer Traveller Types align well with the product offering currently available in Stony Plain. It is recommended that Stony Plain target these Traveller Types. See the infographics next for brief summaries of each of these Traveller Types and Appendix C for their full market profiles.

Cultural Explorers

Cultural Explorers are defined by their love of constant travel and continuous opportunities to embrace, discover, and immerse themselves in the culture, people, and settings of the places they visit. They love to learn about and absorb themselves in the ancient history, as well as the modern cultures, of the places they visit. Cultural Explorers prefer active vacations and experiences that are shared with others. Cultural Explorers particularly enjoy attending farmers' markets, dining at restaurants offering local ingredients, visiting interpretive centres/museums, viewing outdoor street performances, visiting small towns and villages, and food-related tours (e.g. cheese, chocolate, etc.).

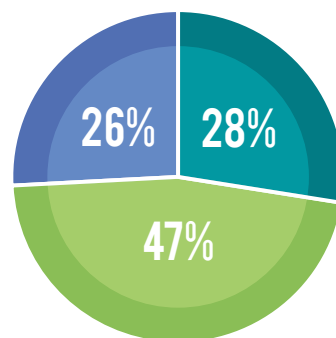
Cultural Explorers particularly enjoy attending farmers' markets, dining at restaurants offering local ingredients, visiting interpretive centres/museums, viewing outdoor street performances, visiting small towns and villages, and food-related tours (e.g. cheese, chocolate, etc.).

Gender:	34% Male, 66% Female
Education:	Average
Employment:	Full-Time, slightly above average # of homemakers
Household Income:	Average



Lifestage

- Mature
- Middle-aged, no kids at home
- Families
- Young, no kids



Age

- 18-34
- 35-54
- 55+



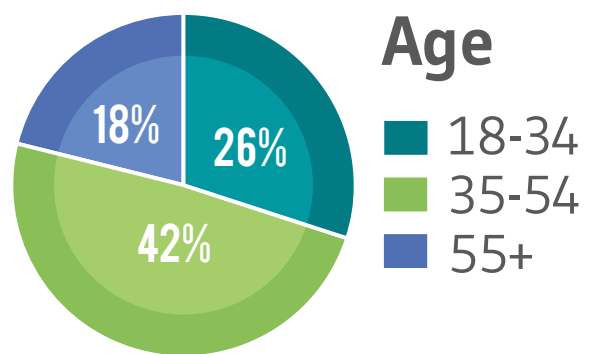
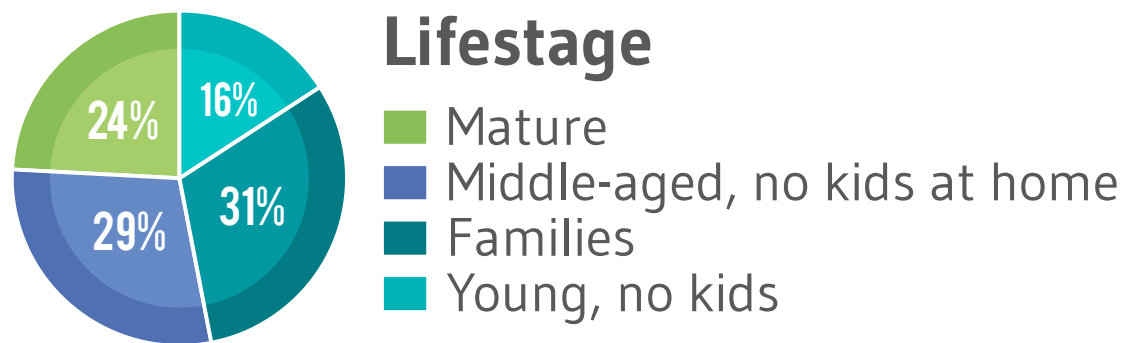
Future Vision Image

Personal History Explorers

Personal History Explorers are primarily defined by their desire to connect to their own cultural roots. As such, their most important travel motivation is interest in understanding their own ancestry and heritage. Personal History Explorers actively seek creature comforts when on vacation and will splurge on the finer things in life. They are attracted to groups where they can socialize and share their experiences with others. Personal History Explorers particularly enjoy immersing themselves in their own culture, visiting interpretive centres/museums, dining at restaurants offering local ingredients, and attending farmers' markets.

Personal History Explorers particularly enjoy immersing themselves in their own culture, visiting interpretive centres/museums, dining at restaurants offering local ingredients, and attending farmers' markets.

Gender:	47% Male, 53% Female
Education:	Average
Employment:	Full-Time, or retired
Household Income:	Average



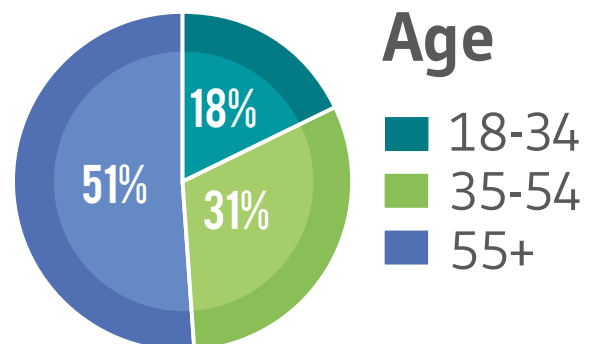
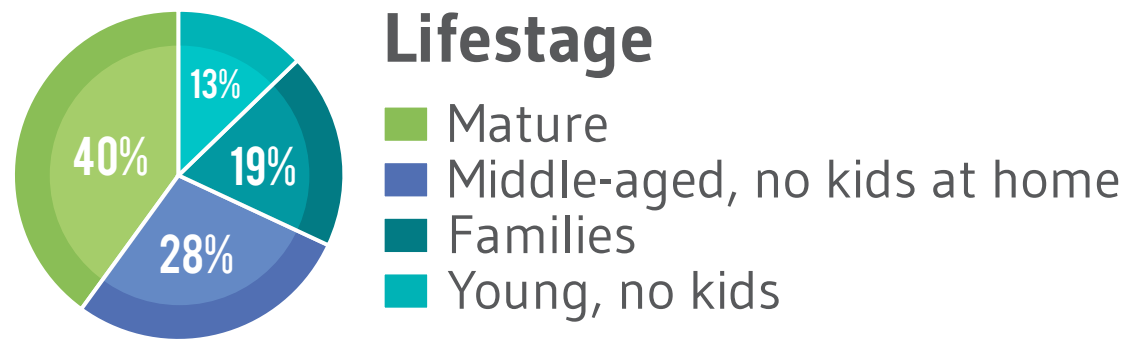
Future Vision Image

Authentic Experiencers

Authentic Experiencers look for authentic, tangible engagement with the destinations they seek, with a particular interest in understanding the history of the places they visit. They see travel as a way to experience other people and places. Authentic Experiencers enjoy spontaneity and prefer to do their own thing rather than travel in a group. Authentic Experiencers most appealing activities include visiting small towns and villages, viewing wildlife like birds and animals, visiting well known historic sites and buildings, and dining at restaurants offering local ingredients.

Authentic Experiencers most appealing activities include visiting small towns and villages, visiting interpretive centres/museums, visiting well known historic sites and buildings, and dining at restaurants offering local ingredients.

Gender:	51% Male, 49% Female
Education:	Higher than average
Employment:	Full-Time, higher than average are retired
Household Income:	Average



8

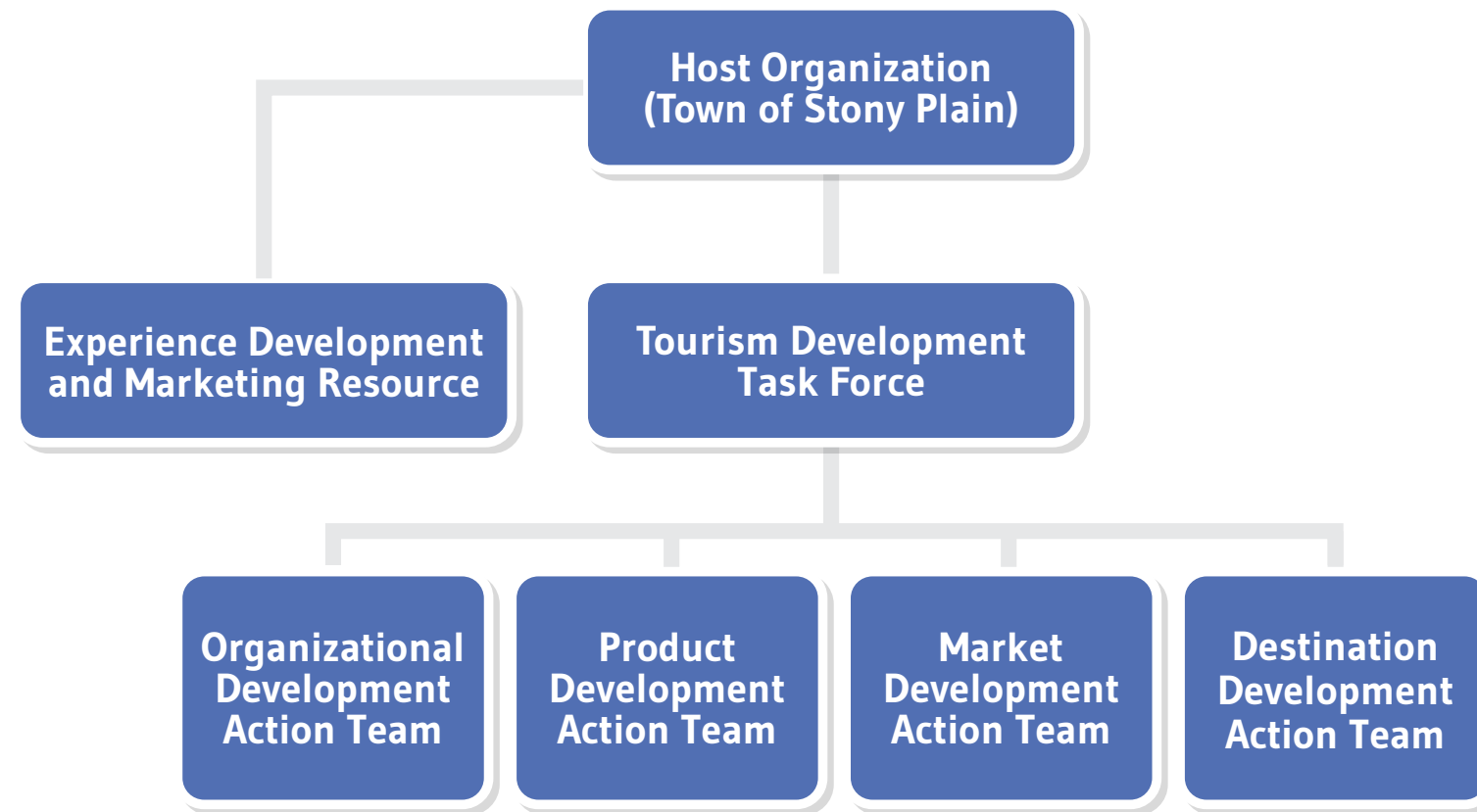
IMPLEMENTATION
FRAMEWORK



Tourism Master Plan Implementation Framework

This section describes an implementation framework for the Tourism Master Plan. The framework puts forward an organizational structure (see Figure 5) and the roles each organization will play in implementation. A discussion on funding mechanisms to support the master plan is also provided.

Figure 5. Tourism Master Plan Implementation Framework



Implementation Approach

In order to effectively implement the master plan, it will be important to diversify the workload to those that have the most to gain by building the local tourism sector. Therefore, it is envisioned that tourism development activities will primarily be executed by engaged stakeholders. However, overall success will not occur without adequate support from the Host Organization.

Host Organization

It is recommended that the Town of Stony Plain takes on the role of “Host Organization” for the Tourism Master Plan. As the Host Organization, the Town will provide oversight to ensure the Tourism Master Plan is moving forward in the most effective and cohesive manner, while also expanding its role in tourism development. It is possible that as the master plan evolves, it may become appropriate for another organization to take over the role of Host Organization. A set of criteria that can be used to assist in selecting future Host Organizations is provided in Appendix D. The role of the Host Organization is as follows:

The role of the host organization is that of champion, facilitator, organizer, and supporter.

Role:

- Champion, facilitator, organizer, and supporter.
- Takes the lead role in destination management to ensure the plan is moving forward in the most effective and cohesive manner.
- Facilitates tourism product development and, in certain cases, provides programming that engages both visitors and residents.
- Provides tourism marketing services and shepherds the destination brand.
- Secures partnerships and leverages funds.
- Invests in tourism development initiatives where appropriate.

Tourism Development Task Force

The Tourism Development Task Force is a multi-stakeholder group made up of those who have a stake in tourism and have the passion and energy to contribute toward its development. The role of the Tourism Development Task Force is as follows:

Role:

- The main forum for collaboration and communication in the promotion and development of tourism initiatives.
- Has an important role in implementing the Tourism Master Plan.

Composition:

- Town of Stony Plain
- Arts, Culture and Heritage Sector
- Culinary Sector
- Events Sector
- Attractions/Tour Operator Sector
- Accommodations Sector
- Retail Sector
- Resident Representative
- Greater Parkland Regional Chamber of Commerce
- Regional Partners (as appropriate)

Action Teams

Action Teams implement key projects in each of the areas of focus. Action Team representatives will report on their initiatives periodically at Tourism Development Task Force meetings.

Role:

- Implement key projects in each of the areas of focus.

Composition:

- Members of the Tourism Development Task Force as required.
- Members of other community organizations/businesses as required.

Experience Development and Marketing Resource

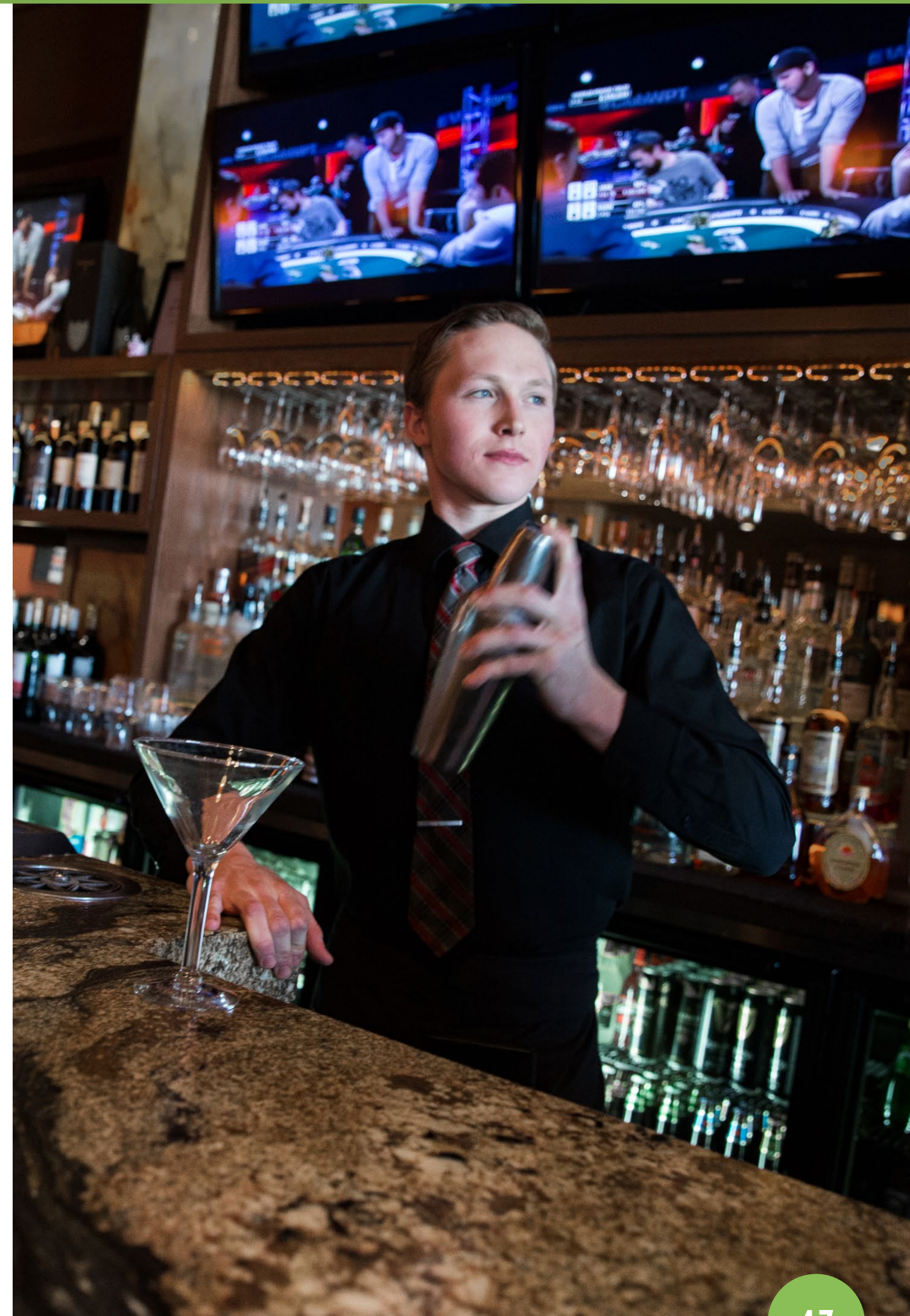
The Experience Development and Marketing Resource (EDMR) will play a vital role in expanding and enhancing the tourism product offering in Stony Plain. The scope of work for the EDMR could be covered through contracts with professional service firms, or the EDMR could be a part-time or full-time employee of the Town.

Role:

- Support local attractions/facilities to develop new, on-brand experiences that can be readily consumed by visitors.
- Manage the development of a new tourism website.
- Bring partners together to develop tourism packages.
- Program key tourism areas (e.g. downtown, Rotary Park, event spaces).
- Deliver tourism marketing services.
- Coordinate tourism development initiatives in the community (e.g. destination animation program, training opportunities, etc.).
- Help implement key projects in each of the areas of focus.

Resourcing Considerations

Successful implementation of the action plan over the identified timeframe will require investment of additional financial and human resources. Attempting to implement the plan using existing capacities/resources will not substantively move the master plan forward in the timelines put forward. Several initiatives could be packaged together into a single project and (potentially) be supported through grant funding.



Partner Roles and Responsibilities

The implementation of this master plan will require the cultivation of partnerships to collaboratively accomplish initiatives. The following identifies key partners for the master plan and describes their role.

Organization	Role
Greater Parkland Regional Chamber of Commerce (GPRC)	<ul style="list-style-type: none"> Manages the visitor information centre and mobile kiosk in Stony Plain. The GPRC is a key link to the business community and will be an important leader in tourism development. The Chamber should encourage members to participate in implementation of the master plan.
Businesses and Entrepreneurs	<ul style="list-style-type: none"> The private sector provides many of the front-line services to visitors, such as accommodations, food and beverage, and experiences. Local businesses will play a key role in growing tourism in Stony Plain through the development and delivery of high-quality experiences. Businesses must be actively engaged in implementing the master plan.
Local Associations, Clubs and Groups	<ul style="list-style-type: none"> Passionate individuals from local associations, clubs, and groups will play key roles in implementing the master plan, developing new tourism product, and ensuring tourism develops in a way that also enhances quality of life for residents.
Residents	<ul style="list-style-type: none"> Passionate and dedicated community champions will need to be inspired to help implement the master plan and generate buy-in within the community. Making the opportunity to participate in the Tourism Development Task Force and on Action Teams will be important.
City of Spruce Grove	<ul style="list-style-type: none"> The City currently contributes financially to the Tri-Region Tourism initiative and the GPRC. The City's continued engagement and support through these efforts will support future tourism development. Contributes to the development of tourism offerings that are complementary to Stony Plain's (e.g. sport tourism, shopping, culinary, etc.). Opportunity to partner on regional package development and promotions.
Parkland County	<ul style="list-style-type: none"> The County currently contributes financially to the GPRC. Contributes to the maintenance and development of tourism offerings that are complementary to Stony Plain's (e.g. outdoor nature-based activities and assets). Opportunity to partner on regional package development and promotions.

Organization	Role
Other DMO's and Municipalities	<ul style="list-style-type: none"> In addition to the Tri-Region partners, there is potential to partner with other DMO's and municipalities on tourism initiatives (e.g. product development, experience packaging, collaborative marketing, training, etc.). Potential partners could include the City of Edmonton / Explore Edmonton, municipalities along the Highway 16 corridor, and other communities with similar cultural tourism offerings.
Travel Alberta	<ul style="list-style-type: none"> Travel Alberta is the destination promotion organization for the province of Alberta. This organization promotes travel to the province, and tourism development within the province through its programs. It is important that the Town works closely with Travel Alberta to benefit from its extensive knowledge and resources.
Alberta Jobs, Economy and Innovation	<ul style="list-style-type: none"> Alberta Jobs, Economy and Innovation could be an important funding partner moving forward through various grant programs related to tourism development. The department also provides excellent resources, training, and advice in implementation.
Indigenous Tourism Alberta	<ul style="list-style-type: none"> Indigenous Tourism Alberta's mandate is to lead the development of Alberta Indigenous tourism industry. ITA could be a future partner in the development of Indigenous-related tourism offerings in Stony Plain and region.

Funding Mechanisms

Successful tourism development requires time, energy, and resources to achieve. Therefore, a resourcing structure is needed to ensure initiatives move forward and momentum is maintained. Potential funding mechanisms to support this master plan include the following. Each of these mechanisms are described in greater detail in Appendix E.

- Municipal Funding
- Increases in Business Activity and Tax Base
- Fee for Service
- Destination Management Fund
- Membership Fees
- Stakeholder Contributions
- Corporate Partnerships
- Provincial Grant Funding



9

ACTION PLAN

The action plan is divided into seven sub-sections, which include:

- Organizational Development 52
- Product Development 54
- Marketing and Promotional Development..... 58
- Destination Development..... 61
- Top 10 Action Items..... 64
- Estimated Implementation Budget (Year 1-3)..... 65
- Performance Measures..... 66

Action items were formulated based on the findings from the consultant assessment, input from the community, and best practices from successful tourism destinations. Completing the action plan will drive Stony Plain toward its vision and goals for tourism development.

Each action item has been assigned a suggested priority rating, estimated cost, and anticipated timeline for implementation.

Priority Criteria

- Low Priority (L) There is considerable benefit to tourism, however; because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a lower priority at this time.
- Medium Priority (M) There is a considerable benefit to tourism, however; because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a lower priority than high priority items at this time.
- High Priority (H) There is a strong benefit to tourism, and because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a high priority at this time.

Cost Criteria

Low Cost (L)	Less than \$10,000
Medium Cost (M)	\$10,000 - \$50,000
High Cost (H)	\$50,000 - \$100,000

Implementation Timeline

Short Term (S)	Less than 2 years
Medium Term (M)	2 – 5 years
Long Term (L)	More than 5 years

Quick Wins



A blue star indicates that an action item is a “Quick Win.” Quick wins are actions that can be implemented within a year or two, have a high probability of success and have a relatively low cost.

COVID-19 Recovery Items





This icon indicates items that can support businesses and the community recover from COVID-19 in the short term.


Future Planning, Evaluation, and Reporting



A key component of the success of this master plan will be the evaluation of its initiatives. The action plan should be reviewed bi-annually, at which time priorities should be re-evaluated and a discussion of any variances should occur in reference to key performance indicators (KPI’s). If new projects are added (or old projects removed) as the plan progresses, this should be done by weighing the relative priority of all projects in the plan. The action plan should be updated on a yearly basis; therefore, the third quarter evaluation period will set the stage for the updated version of the plan. In the fourth quarter, the updated plan should be formalized and a draft approved by the end of the year. It is further recommended that the entire plan be updated in year five of implementation.

1. Organizational Development

Goal: Build organizational capacity to support tourism development in Stony Plain.

PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		



Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
A. Organize and Collaborate for Tourism Development	1.A.1 – Obtain formal commitment from the Town of Stony Plain and other key stakeholders to implement the Tourism Master Plan.	H	L	S	
	1.A.2 – Establish a Host Organization (Town of Stony Plain) and Tourism Development Task Force who will be primarily responsible for implementing the Tourism Master Plan.	H	L	S	
	1.A.3 – In the medium to long term, conduct a study to analyze the feasibility of establishing a Destination Management Organization (DMO).	M	M	M-L	
B. Allocate Resources to Tourism Development 	1.B.1 – Allocate financial and human resources to implement the Tourism Master Plan. Wherever feasible, resources should be leveraged between partner organizations.	H	H	S	It is envisioned that the Town will increase its investment of financial and human resources toward tourism development, particularly relating to product development and marketing.
	1.B.2 – Increase the capacity of the Town to support tourism product development, marketing, and broader destination development by adding an Experience Development and Marketing Resource (EDMR). The cost/benefit of hiring contracted resources versus adding municipal staff should be considered.	H	H	S	The primary role of this resource is to facilitate the development of new experiences at local attractions. Other duties would include programming key tourism areas (e.g. downtown), delivering tourism marketing services, and coordinating tourism development initiatives in the community (e.g. developing/managing tourism-related programs, organizing training opportunities, etc.).
	1.B.3 – In the medium to long term, determine the willingness of stakeholders to pursue the creation of a Destination Management Fund (DMF) as an additional funding source for tourism development.	M	M	M-L	See Appendix E for an analysis of the potential annual revenue a DMF could generate in Stony Plain.









PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		



Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
C. Collaborate with Key Partners	★ 1.C.1 – Deliver presentations to the Boards of key stakeholder organizations to encourage collaboration on the implementation of the Tourism Master Plan.	H	L	S	
	★ 1.C.2 – Host regular tourism planning forums open to all tourism stakeholders in the community. The purpose of these forums would be to share successes/ achievements, enhance collaboration, build capacity, and communicate future initiatives.	H	L	Ongoing	The first forum should occur within six months of master plan approval to kick off implementation.
	★ 1.C.3 – Schedule bi-annual meetings with regional partners to share tourism-related plans and collaborate (e.g. City of Spruce Grove, Parkland County, Explore Edmonton).	M	L	Ongoing	
	1.C.4 – Meet with Travel Alberta and Alberta Jobs, Economy and Innovation’s Tourism Branch to determine opportunities to work together.	M	L	S	


2. Product Development



Goal: Build upon existing assets to develop compelling tourism experiences with broader appeal that will attract visitors to Stony Plain.

PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		



Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
A. Expand and Enhance Tourism Offerings in Stony Plain	2.A.1 – Create tactical Tourism Product Development Plans for each tourism product line identified for Stony Plain. These plans will serve to increase the number of market ready experiences that appeal to key visitor markets.	H	M	S-M	Included in these plans should be recommendations for downtown activation that will help develop experiences to drive traffic downtown. These plans could be developed over several years using a phased approach to lessen the resource requirements in the near term.
	  2.A.2 – Work with anchor attractions/events to develop new tourism-related products that will attract target markets.	H	M	S-M	Anchor attractions/events identified through this study include the Pioneer Museum, Multicultural Heritage Centre, Heritage Park, Crooked Pot Gallery, Downtown Murals, Blueberry Bluegrass Festival, Farmers Days, and the Cowboy Gathering.
	2.A.3 – Develop a destination animation program targeted at key tourism areas during peak visitation times.	H	L	S	Destination animation programs provide matching grants to local businesses/organizations to help them animate areas with programming that enhances visitor and resident experiences (e.g. small performances, interactive art displays, etc.).
	 2.A.4 – Provide tourism experience and package development training to stakeholders who can play a role in developing new tourism product.	H	L-M	S-M	For example, anchor attractions, events, existing and potential new tourism operators. A list of potential training programs is provided in 4. Destination Development.
	  2.A.5 – Package complementary experiences together to provide compelling single and multi-day experiences that will incentivize travel to Stony Plain.	H	L	S-M	This will be a key function of the EDMR.
	  2.A.6 – Work with anchor attractions to expand operating hours to peak visitor periods (i.e. evenings and weekends).	M	M	M	To start, expand operating hours during key weekends in the summer. The end goal is for these attractions to become fully animated.
	 2.A.7 – Work with the GPRC to engage tourism-related businesses in the downtown with the goal to increase hours of operation during peak visitation times (e.g. evenings, weekends, events).	M	L	S-M	Pilot evenings and weekends, particularly during festivals and events, to start.

PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		

Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
	 2.A.8 – Review municipal bylaws, policies, and procedures to ensure a strong foundation and favourable regulatory framework is in place to support tourism development (e.g. patio regulations, event permits, street closure policies, etc.). Where applicable, make adjustments that will encourage experience development and enhancement of the visitor experience.	M	L	S-M	For example, outdoor patio regulations, event permits, street closure policies, etc.
B. Arts, Culture and Heritage Tourism	2.B.1 – Build tourism focused programming around existing cultural assets, including the Pioneer Museum, Multicultural Heritage Centre, Murals, and others. 2.B.2 – Work with cultural groups to develop unique cultural tourism programs (e.g. interpretive tours of historic sites, Indigenous programming, art showcases, cultural demonstrations, etc.). 2.B.3 – Seek opportunities for product clustering, packaging, and itinerary development with neighbouring communities and regional attractions. 2.B.4 – Consider developing engaging digital tourism applications to showcase Stony Plain’s offerings. 2.B.5 – Engage with Indigenous groups and First Nations in the region to explore opportunities to build Indigenous tourism offerings. 2.B.6 – Work with Indigenous Tourism Alberta to encourage the development of Indigenous tourism experiences.	To be determined through the Tourism Product Development Plans.			This could include enhanced school programs.
C. Culinary Experiences	2.C.1 – Incorporate culinary experiences into visitor and market ready experiences in all other product categories. 2.C.2 – Encourage the development of unique culinary offerings in Stony Plain (e.g. restaurants, breweries, distilleries, etc.). 2.C.3 – Leverage Alberta Open Farm Days to expand agritourism offerings.				



PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		

Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
D. Events Tourism	2.D.1 – Develop a Tourism Festival and Event Strategy and Action Plan for Stony Plain.				This strategy would assess the community’s capacity to host festivals/events, create a shared vision among stakeholders, identify the types of festivals/ events the community should focus on, put forward an organizational structure and collaboration framework to execute on festivals/events, and serve to align the efforts and resources of the community around festivals/events.
	2.D.2 – Develop a dedicated web portal for festival and event planning with information and supports specifically for tourism-focused festivals and events.				
	2.D.3 – Animate key areas of the destination, such as the downtown, Heritage Park, and Rotary Park, throughout the year with art installations, street performances, seasonal programming to draw visitors in and support festivals and events.				
	2.D.4 – Develop an event hosting policy for the Town that provides a foundation for the effective development, management, and resource allocation of services.				
	2.D.5 – Develop an event toolkit to communicate with and support event producers. The event toolkit should provide information on how to host an event, destination protocols, marketing recommendations, event production tools, safety, applications, event contacts, templates, etc.				
	2.D.6 – Pursue attractive sport tourism event opportunities as they arise.				
	2.D.7 – Ensure sport tourism is considered in: <ul style="list-style-type: none"> The facility design and business planning for the proposed new Regional Recreation Centre. The ongoing operations of the Stony Plain Golf Course and other Town facilities. 				
	2.D.8 – Endeavour to strengthen and/or expand winter season festival and event offerings.				




PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		



Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
E. Visiting Friends and Relatives Tourism Product	2.E.1 – Provide resources, training and other supports to encourage residents to host VFR (e.g. trip planning tools, how-to-host tip sheets, etc.).				
	2.E.2 – Encourage experience providers to offer host incentives, such as discounts when residents bring visitors with them.				
	2.E.3 – Work with experience providers to tailor their offerings to the visiting friends and relatives market.				
	2.E.4 – Develop a Tourism Ambassador Registry and recruit residents who are passionate about showcasing their community to visitors to join the Registry.				Through this program, local people who have strong knowledge of their community and/or unique experiences that they are willing to share with visitors are identified and included in the registry so they can be connected to visitors to support their experience.
	2.E.5 – Develop an Experience Toolbox that residents and their visiting friends and relatives can use to enhance their experiences.				The Toolbox would contain multiple reference sheets for how to incorporate simple activities to enhance the overall visitor experience. Each reference sheet would be 1-2 pages long and contain simple set up and delivery instructions, in addition to a list of required materials.




3. Marketing and Promotional Development



PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		


Goal: Focus the destination’s tourism brand and entice travellers to visit by effectively promoting experiences to receptive target markets.

Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
A. Tourism Branding	3.A.1 – Establish a clear and compelling tourism brand for Stony Plain focused on cultural tourism.	H	M	S	The brand should take into consideration the direction put forward in the Tourism Master Plan and be grounded in what makes the destination special (see Vision and Competitive Advantage).
B. Enhance Visitor Information	3.B.1 – Significantly enhance Stony Plain’s digital tourism presence, including its tourism website and social media channels.	H	M-H	S	This could be accomplished through the creation of a stand-alone tourism website that clearly speaks to Stony Plain’s target markets. Should the Town choose to continue with the Tri-Region Tourism website, a redevelopment and rebrand of the site is needed and Stony Plain’s offerings should be prominently showcased.
	3.B.2 – Develop enhanced visitor information resources (e.g. visitor guide, maps, pamphlets, etc.). The resources should be focused on Stony Plain’s top attractions/experiences, align with the brand, and contain experiential writing and compelling images. Information should be primarily geared for visitors, but it should also speak to residents in order to encourage VFR travel.	H	M-H	S-M	The Mural Guide is an excellent piece of visitor information. No improvements are recommended. The Destination Guide has a clean look and features engaging images throughout. However, the information is presented as more of an inventory of what is available in Stony Plain. More could be done to provide visitors with a compelling call to action. Similar growth areas are present in the existing facility pamphlets and tourism maps.
	 3.B.3 – Develop a bank of compelling tourism-related images for use in marketing resources.	M	L	S-M	The images should align with Stony Plain’s tourism brand and the direction put forward in the Tourism Master Plan.
	 3.B.4 – Consider reducing the amount of visitor information available on the Town’s municipal website and direct visitors to the main tourism website instead.	M	L	M	
	 3.B.5 – Re-inventory Stony Plain’s tourism assets on an annual basis to ensure up-to-date information is available.	M	L	Ongoing	

PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		



Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
 	3.B.6 – Work with local market ready tourism operators to list their products on ATIS 2.0.	M	L	Ongoing	The Alberta Tourism Information Service (ATIS 2.0) is a free content marketing tool available to all Alberta tourism operators.
C. Improve Tourism Marketing	3.C.1 – Develop and implement an annual Tourism Marketing Plan for Stony Plain utilizing the information provided in the tourism master plan.	H	M	S	Opportunities for collaborative marketing with local attractions, businesses, and events should be considered to achieve greater reach.
	3.C.2 – Develop and launch a Destination Passport for Stony Plain.	H	L	S	Destination Passports are an easy way to connect visitors and residents with great offers at local businesses. The program works by aggregating special offers/deals onto a digital “passport” which is typically free to use. This serves to drive visitation and spending in the local community. Destination Passports are often incentivized through giveaways or prize draws. Several destinations across Canada have implemented Destination Passports as a way to support COVID-19 recovery (see Kamloops and Kelowna for examples).
	3.C.3 – Send delegations of local tourism champions and representatives to important tourism conferences and trade shows to capitalize on emerging opportunities, build capacity and drive visitation to the destination (e.g. Travel Alberta Industry Conference, Go West, etc.).	M	L	Ongoing	
	3.C.4 – Leverage Travel Alberta’s Cooperative Investment Program to achieve a higher leverage on tourism marketing resources.	M	Depends on Campaign	M - L	Travel Alberta pays greater consideration toward marketing activities that involve two or more Alberta based tourism partners. Additionally, tourism marketing focused on local markets and VFR are now eligible for investment.
	3.C.5 – After more market ready tourism products are available, consider offering familiarization tours to media outlets, travel influencers and the travel trade to attract increased visitation.	L	M	M-L	






PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		



Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
D. Collaborate Regionally	3.D.1 – Work with Spruce Grove and Parkland County to develop packages and itineraries, and to cross promote each other’s offerings.	H	L	Ongoing	
	3.D.2 – Work with regional partners to ensure alignment between the Stony Plain Tourism Master Plan and the Tri-Municipal Regional Plan.	M	L	S	
	3.D.3 – Begin discussions with other DMO’s along the Edmonton-Jasper corridor to improve cross promotions and participate in regional marketing campaigns.	M	L-H	M-L	Explore Edmonton and Tourism Jasper are working to build out offerings along the Edmonton-Jasper corridor. Opportunities to collaborate with them on development should be explored.
E. Business Engagement 	3.E.1 – Develop an “industry” portal on the main tourism website where businesses can learn about tourism supports, engage with each other, and share information/resources/ideas.	M	L	S-M	





4. Destination Development



Goal: Enhance the capacity of local businesses and tourism stakeholders to transform Stony Plain into a high performing destination that is poised for future growth.


PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		

Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
A. COVID-19 Crisis and Recovery Management  	4.A.1 – Identify tourism industry COVID-19 support programs from all levels of government and work to connect local businesses and organizations to these supports.	H	L	S	Available tourism support programs are listed on the Travel Alberta and Destination Canada industry websites.
B. Increase the Capacity of Local Operators  	4.B.1 – Provide educational opportunities to increase tourism operator capacity.	H	L	S-M	<p>Funding support for these programs may be available from provincial sources.</p> <p>There are many excellent training opportunities that could be offered, including:</p> <ul style="list-style-type: none"> • Experience Essentials Workshop (TA) • Partnering and Packaging Workshop (TA) • SHiFT Program: Transforming Products to Experiences (TA) • Tourism Entrepreneurship Startup Seminar (AEDTT) • Indigenous Tourism Business Startup Seminars (ITA) • Visitor Information Providers Program (AEDTT) • Spring Training (AEDTT) • SuperHost Customer Service Training (go2HR) • Familiarization tours.
C. Support Development of the Tourism Sector 	4.C.1 – Incorporate a tourism focus to the Town’s Business Retention and Expansion (BRE) Program.	H	M	S-M	
	4.C.2 – Explore the feasibility of developing a multi-faceted Tourism Development Incentive Program that will encourage the creation of new tourism businesses and the expansion of existing tourism businesses.	M	M-H	M	Jurisdictions across Canada are taking a pro-active approach to encouraging tourism development by offering incentives to new businesses as well as existing businesses that want to expand. These incentives typically include property tax abatements, fee waivers, loans, and grants.

PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		

Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
D. Improve the Visitor Friendliness of the Community  	4.D.1 – Enhance the availability of public washrooms in the downtown during peak visitation periods (i.e. evenings and weekends).	H	L	S	
	4.D.2 – Complete a Visitor Friendly Assessment (VFA) of Stony Plain. The VFA will provide a practical assessment of how the community presents itself to visitors and include an actionable plan that will lead to tangible improvements in visitor friendliness.	H	H	S-M	Funding support may be available through the Visitor Friendly Program .
	4.D.3 – Review transportation options to encourage movement of visitors to and within the community. Specifically review opportunities to enhance visitor transportation through the new Edmonton Metropolitan Transit Services Commission.	M	L	S-M	
E. Develop Tourism Sustainably	4.E.1 – Encourage the sustainable development of tourism in Stony Plain. This could be accomplished through: <ul style="list-style-type: none"> Establishing a visitor management system. Encouraging businesses to implement sustainability standards and practices. Developing policies and programs to protect critical natural and social assets of the community. Implementing a broad sustainable destination monitoring program. 	M	M-H	L	
F. Ensure Tourism is Considered in all Future Long-Term Planning 	4.F.1 – Plan proactively for tourism infrastructure and prominently consider long term tourism development in all planning. As part of this proactive planning, the needs of the Town’s tourism sector should be brought to the attention of planners during the development of long term strategies across all functional areas, including infrastructure, planning and development, recreation, parks and culture, economic development, social planning, etc.	H	L	Ongoing	
G. Measure Performance 	4.G.1 – Utilize the attached performance metrics, and other measures as appropriate, to measure performance on an annual basis. Use the data collected during the first year of measurement as a benchmark to compare future results to.	H	L	Ongoing	
	4.G.2 – Conduct a tourism economic impact assessment to benchmark the financial impact of the local tourism industry for future comparison.	M	H	M	

PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		

Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
H. Promote the Community Benefits of Tourism 	4.H.1 – Communicate and promote the benefits of tourism to the community through a coordinated and well-resourced public relations campaign.	M	M	M	
	4.H.2 – Commit to formal communication and reporting processes to keep stakeholders and the community apprised of tourism developments (e.g. new business openings, business success stories, economic impact assessment results, etc.).	M	L	Ongoing	
I. Update the Tourism Master Plan	4.I.1 – Conduct a formal review and update of the Tourism Master Plan in year 5 of implementation.	M	M-H	L	

Action Plan

The following action items have been identified as the top short-term priorities to advance the destination toward its vision. The top 10 list has been organized in order of priority.

Top 10 Action Items

1. Obtain formal commitment from the Town of Stony Plain and other key stakeholders to implement the Tourism Master Plan.
2. Establish a Host Organization (Town of Stony Plain) and Tourism Development Task Force who will be primarily responsible for implementing the Tourism Master Plan.
3. Allocate financial and human resources to implement the Tourism Master Plan. Wherever feasible, resources should be leveraged between partner organizations to build collaboration between stakeholders.
4. Develop tactical product development action plans for each tourism product line identified for Stony Plain (i.e. Arts, Culture and Heritage Tourism / Culinary Tourism / Events Tourism / Visiting Friends and Relatives Tourism).
5. Host a tourism planning forum with stakeholders to kick off implementation of the master plan.
6. Establish a clear and compelling tourism brand for Stony Plain focused on cultural tourism. Significantly enhance Stony Plain's digital tourism presence, including development of an enhanced tourism website and social media channels.
7. Increase capacity to support tourism product development, marketing, and broader destination development by adding an Experience Development and Marketing Resource.
8. Develop and implement an annual Tourism Marketing Plan for Stony Plain.
9. Incorporate a tourism focus to the Town's Business Retention and Expansion Program.
10. Develop and launch a Destination Animation Program targeted at key tourism areas during peak visitation times.

Estimated Implementation Budget (Year 1 – 3)

The following figure provides an estimated implementation budget for the Stony Plain Tourism Master Plan over the first few years. The investments identified from the Town represent a re-allocation of existing resources and an incremental increase on top of current investments.

Figure 6. Estimated Implementation Budget (Years 1 – 3)

	Year 1	Year 2	Year 3
Revenue			
Town Contributions	43,750	78,750	81,250
Government Grants and Partnerships ¹	43,750	73,750	76,250
Total Revenue	\$87,500	\$152,500	\$157,500
Expenses			
Experience Development and Marketing Resource (incl. Annual Tourism Marketing Plan) ²		75,000	75,000
Tourism Product Development Action Plans	20,000	20,000	20,000
Tourism Marketing ³	30,000	35,000	40,000
Tourism Brand and Website (re) Development	30,000	5,000	5,000
Tourism Planning Forum ⁴	5,000	5,000	5,000
Tourism Training and Education	2,500	2,500	2,500
Destination Animation Program		5,000	5,000
Tourism Business Retention and Expansion Program		5,000	5,000
Total Expense⁵	\$87,500	\$152,500	\$157,500

Notes:

¹ Grants and partnerships are assumed to cover 50% of the costs associated with the EDMR, product development planning, tourism marketing, website development, tourism planning forum, training, and the BRE program.

² The investment identified for the EDMR is based on contracted resources so that grants could support 50% of the costs. Note that net costs to the Town would be greater should they choose to add a position instead. It is also important to recognize that grant funding would most likely be short term (1 – 3 years). Beyond that timeframe, funding for the EDMR position could potentially be fully absorbed by the Town should it choose to continue utilizing this resource.

³ Tourism marketing investments could be further leveraged through cooperative marketing between the Town and local tourism-related organizations/businesses/events and/or Travel Alberta.

⁴ This figure assumes a mix of internal and external resources are utilized to deliver the forum.

⁵ Expenses do not include internal administrative costs.

Revenue Considerations

Revenue from government grants and partnerships are not guaranteed. Therefore, the Town’s investment may range from \$44K - \$87K in year 1, \$79K - \$152K in year 2, and \$81K - \$157K in year 3.



Performance Measures

17 key performance indicators (KPI's) have been developed to support the master plan. These KPI's are provided as examples, and it is expected that they will be adjusted as necessary to align with the priorities and level of investment made during implementation. Each indicator is based on a 5-year time horizon. It is suggested that the KPI's be evaluated on an annual basis to ensure the community is on track to reach its 5-year targets.

Focus Area for Growth	KPI*	Measurement Tool
1. Increased Experiences	1.1 10% annual growth in experiential programming on a destination-wide basis (years 2 – 5).	Quarterly/annual reports
	2.1 10% annual growth in digital engagement with visitors (years 3 – 5).	Website Metrics
2. Increased Awareness	2.2 10% annual growth in new product awareness by visitors (years 3 – 5).	Visitor Survey
	2.3 10% annual growth in new product awareness by residents (years 3 – 5).	Resident Survey
3. Increased Revenue	3.1 5% annual growth in new tourism businesses and associated increase in municipal business tax revenue (years 3 – 5).	Operational budgets
	3.2 10% annual growth in operational revenue at visitor attractions (years 3 – 5).	Operator Survey
	3.3 5% annual growth in accommodation receipts (years 3 – 5).	Operator Survey
	3.4 5% annual growth in tour operator receipts (years 3 – 5).	Operator Survey
	3.5 5% annual growth in retail and restaurant receipts during peak tourism periods (years 3 – 5).	Operator Survey
4. Increased Visitation	4.1 10% annual growth in number of annual visitors to attractions (years 3 – 5).	Visitor statistics from attractions
	4.2 5% annual growth in number of overnight visitor stays (years 3 – 5).	Operator Survey
	4.3 5% annual growth in tour operator visitation (years 3 – 5).	Operator Survey
5. Increased Satisfaction	5.1 85% great rating at attractions (by year 5).	Visitor survey
	5.2 85% great rating with the quality of visitor amenities (by year 5).	Visitor survey
	5.3 85% great rating of overall experience in Stony Plain (by year 5).	Visitor survey
	5.4 Achieve a Net Promoter Score of 50 (by year 5).	Visitor survey
	5.5 20% increase in number of return visitors (by year 5).	Visitor survey

*The timeframes described in the KPI column assume that new tourism product will be developed in year 1 and launched in year 2 of implementation. Timeframes should be adjusted based on when these activities occur.

10

CONCLUSION





Conclusion

This document offers a strategic direction that will advance Stony Plain toward its vision to become fully animated through cultural tourism. It is clear that tourism presents a significant opportunity for Stony Plain and several important indicators point toward the community being ready to capitalize on tourism growth.

Now is the time for stakeholders to work together with a high degree of collaboration and strong investment to build a destination that is competitive in the long-term. By coming together as a team and committing to tourism development, the future will include a high quality of life for residents, strong income for businesses, and the preservation and enhancement of Stony Plain's special culture.

APPENDICES



Appendix A: Research and Analysis Activities

The following research and analysis activities were undertaken during the project.

1. Surveys Administered:

- a. Stony Plain Resident Survey (94 responses)*
- b. Stony Plain Stakeholder Survey (41 responses)*

*Summaries of the findings from each survey are provided in Appendix B.

2. Meetings Conducted:

- a. Steering Committee Meetings
 - Dates: throughout project.
 - Purpose: project management and input.
- b. Resident and Stakeholder Input Workshops (13 attendees)
 - Dates: December 8 and 9, 2020
 - Purpose: inform residents and stakeholders of the process and gain input on opportunities, challenges, and future vision.
- c. Town of Stony Plain Council Presentation and Feedback Opportunity
 - Dates: March 19, 2021
 - Purpose: inform Town Council of the direction put forward in the draft plan and collect feedback.
- d. Resident and Stakeholder Feedback Sessions (12 attendees)
 - Dates: April 7 and 8, 2021
 - Purpose: inform residents and stakeholders of the direction put forward in the draft plan and collect feedback.

3. Stakeholders Consulted (through interviews, surveys or workshops):

- a. Opportunities to provide input were made available to local and regional stakeholder groups. In total, 38 unique stakeholder groups chose to participate in the engagement process, including the following organizations:

Governments:

1. Town of Stony Plain Council
2. Town of Stony Plain Administration
3. City of Spruce Grove Administration
4. Parkland County Administration

Local Stakeholder Groups:

5. Stony Plain Public Library
6. Multicultural Heritage Centre
7. Stony Plain and Parkland Pioneer Museum
8. Greater Parkland Regional Chamber of Commerce and Visitor Centre
9. Blueberry Bluegrass Festival
10. Cowboy Poetry
11. Stony Plain Kinsmen
12. Heritage Agricultural Society
13. Rotary Club of Stony Plain
14. Parkland School Division
15. Stony Plain Lions Club

Local Businesses:

16. The Barn Owl
17. Best Western Stony Plain
18. Blue Diamond Jewellers
19. Camp 'n Class RV Park
20. Classic Replay
21. Dog Rump Creek Music
22. Elite Athlete Training Systems
23. Kountry Korner
24. LJJ Galleries
25. North Central Cooperative
26. One Man's Treasure

- 27. Potters Guild
- 28. Ramada Stony Plain
- 29. Rare Gem Bed and Breakfast
- 30. Sorrentino's
- 31. Travelodge Stony Plain
- 32. Village Fashions
- 33. The Whole Scoop
- 34. Uptown Industries
- 35. Soft Effects Inc.
- 36. Next Evolution Ventures

DMO's in the Region and Other External Stakeholder Groups:

- 37. Explore Edmonton
- 38. Travel Alberta

4. Documents Reviewed:

- a. Strategies, plans and other documents from the Town of Stony Plain.
- b. Strategies, plans, and other documents from neighbouring communities.
- c. Tourism research and visitation statistics from Travel Alberta, Provincial Ministries, and national sources.
- d. Planning documents from stakeholders.

5. Tourism Asset Inventory

- a. The tourism assets of Stony Plain were inventoried to identify strengths and potential gaps. The tourism asset inventory recorded 128 assets across 12 tourism product categories in Stony Plain. The number of assets recorded for each category is shown in Figure 7. Anchor attractions in the surrounding region (i.e. Spruce Grove and Parkland County) were also considered, but are not included in the Figure. To view the full asset inventory in Excel format, please follow this [link](#).

Figure 7. Number of Assets per Category

Asset Inventory Category	Number of Assets Identified
Cultural and Heritage Attractions	12
Culinary Attractions	27
Festivals and Events	15 (Small/Local) 3 (Large/Regional)
Specialty Shops	29
Agricultural Attractions	3
Natural Attractions	2
Tour Operators	1
Facilities and Public Spaces	23
Accommodations	5 (332 rooms)
Campgrounds	2 (131 sites)
Meetings and Conventions	4
Entertainment Facilities	2
Total Number of Assets	128

6. Visit and Photograph Tour

- a. The consulting team conducted a visit and photograph tour of Stony Plain to experience the destination from a visitor's point of view.

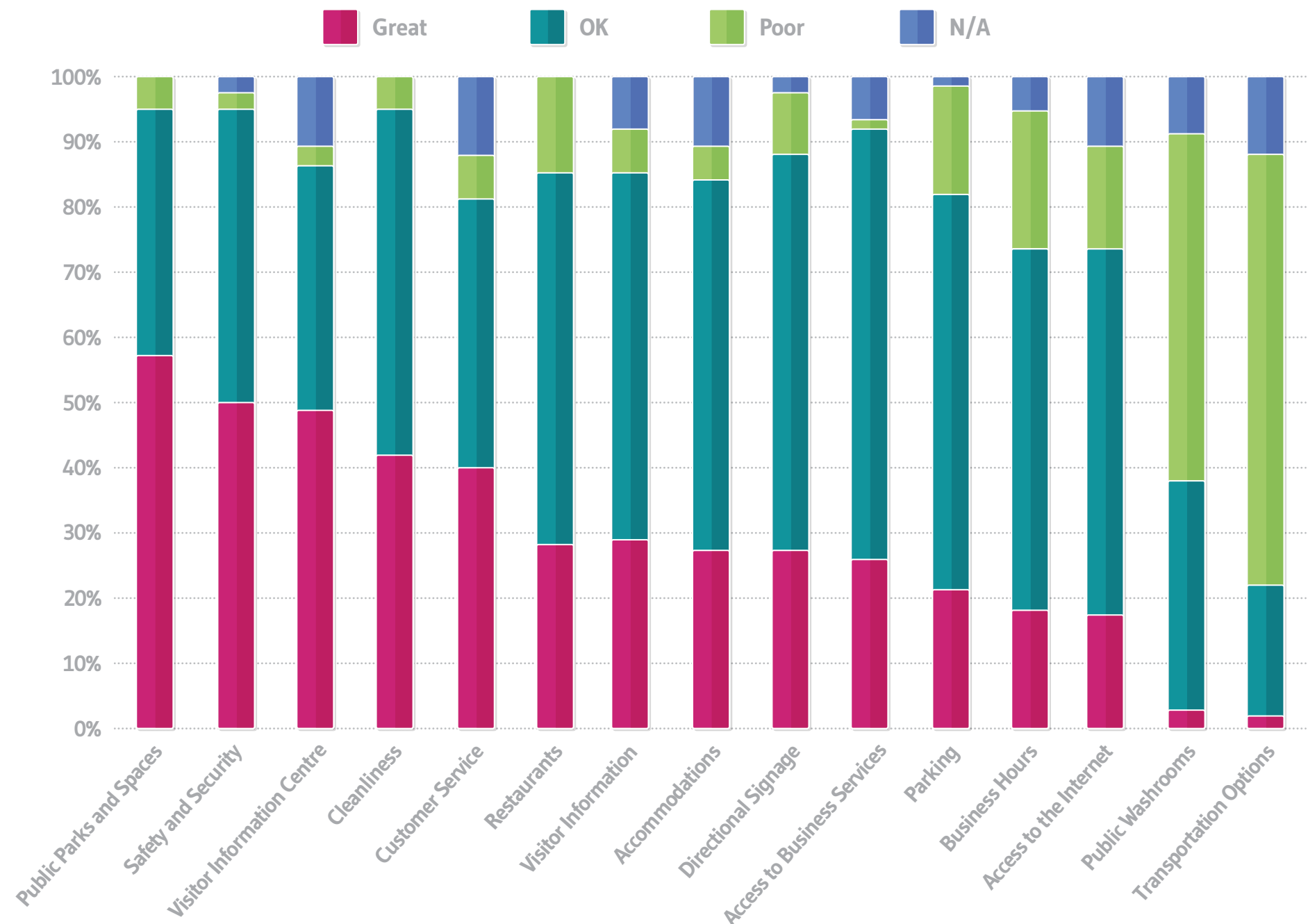
Appendix B: Summarized Survey Results

Resident Survey

Residents were surveyed between November 23, 2020 and January 8, 2021. The Town of Stony Plain posted the online survey on their website and promoted the opportunity through a variety of digital channels. In total, 94 responses were received. Key findings from the resident survey are provided next.

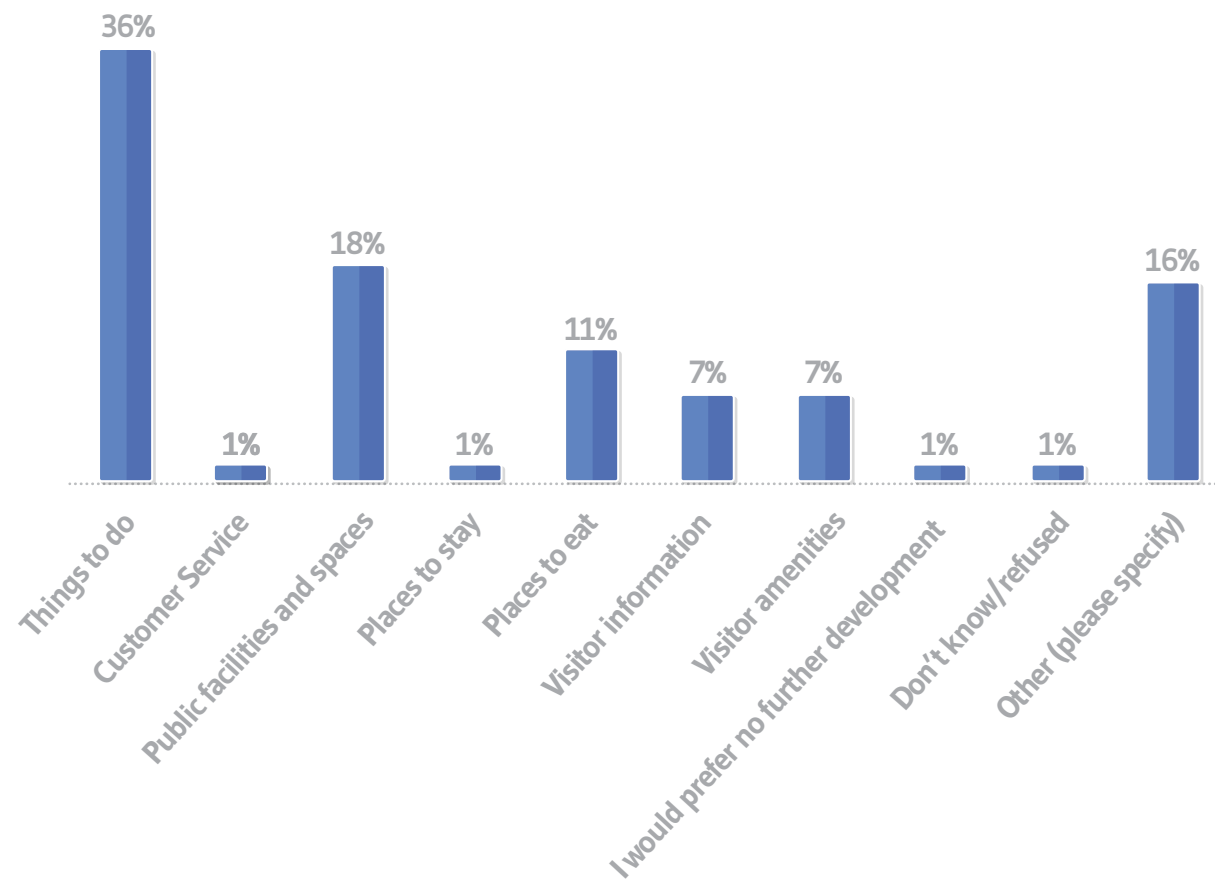
1. The majority of respondents were likely to recommend Stony Plain as a place for others to visit (78%).
2. Respondents felt confident answering basic visitor questions about Stony Plain (94% very or somewhat confident).
3. Respondents were able to identify many tourism assets in the community, including the downtown murals, Rotary Park, main street, Pioneer Museum, Multicultural Heritage Centre, and Heritage Park.
4. Visitor services and amenities rated highly by respondents included public parks and spaces (57% Great! And 37% OK), safety and security (50% Great! and 39% OK), visitor information centre (49% Great! and 38% OK), cleanliness (41% Great! and 53% OK), and customer service (39% Great! and 42% OK). Visitor services and amenities rated poorly by respondents included transportation options (66% poor), public washrooms (53% poor), business hours (21% poor), parking (17% poor), access to the internet (16% poor), and restaurants (15% poor).

Question: Please rate the following visitor services and amenities in Stony Plain.



- 5. 77% of respondents were likely or very likely to invite their friends and family to visit Stony Plain within the next two years.
- 6. The biggest barriers to participation in activities with family and friends included activity not offered (20%), scheduling/timing of activities (14%), too busy (5%) and that their friends and family do not visit (5%). 11% of respondents to this question identified other barriers to participation. These were primarily related to limited access to parking, business hours, and COVID-19. Notably, 33% of respondents said they have not encountered any barriers.*
- 7. In order to encourage more visitation to Stony Plain, respondents felt the community could most improve on things to do (36%), public facilities and spaces (18%), and places to eat (11%).

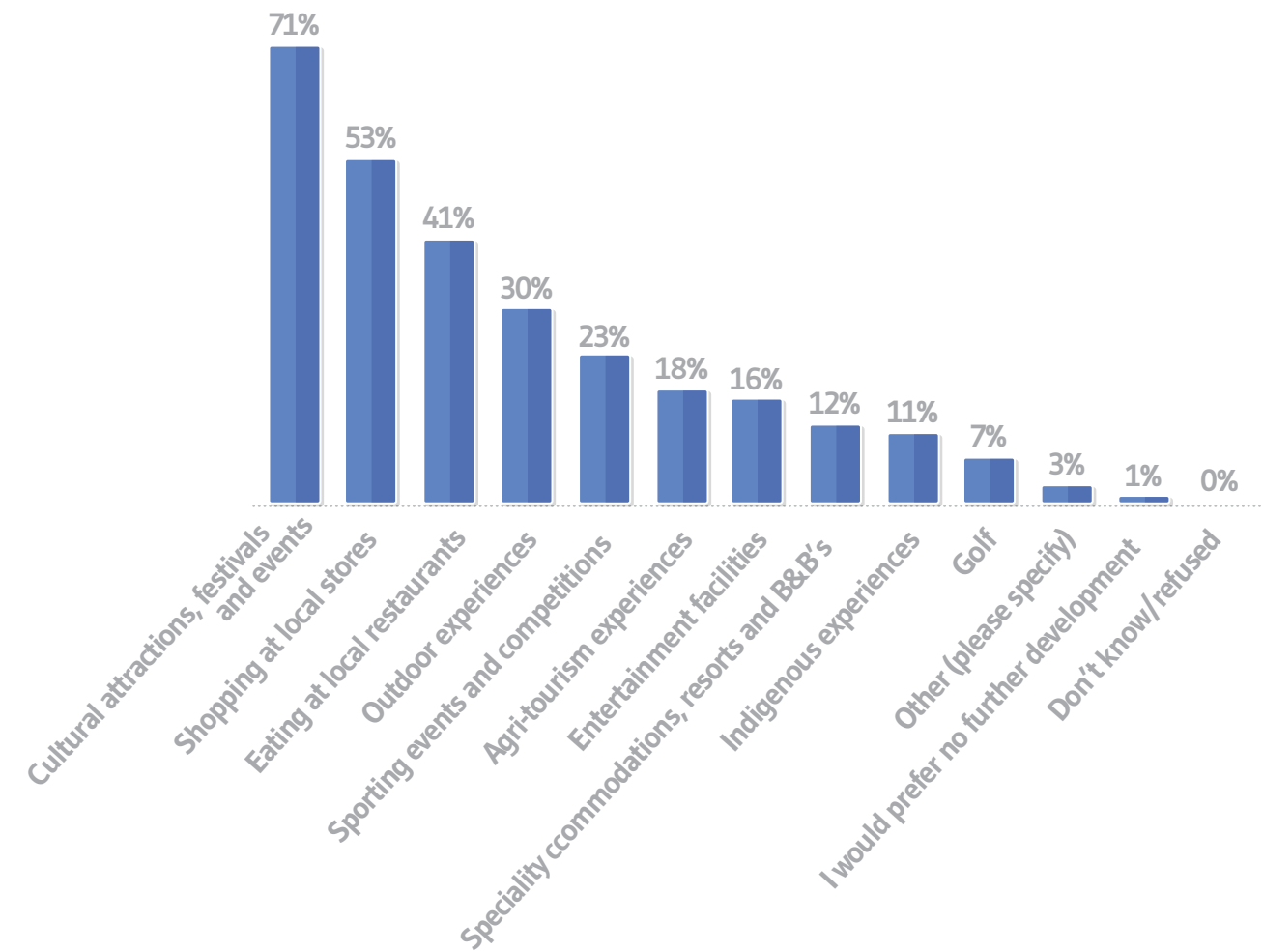
Question: In order to encourage more visitors to come to Stony Plain, what do you think the community could most improve on?



In order to encourage more visitation, respondents felt the community could improve on things to do, public facilities and spaces, and places to eat.

- 8. The top activities respondents thought had the greatest potential to be developed to encourage visitation were cultural attractions, festivals, and events (71%), shopping at local stores (53%), eating at local restaurants (41%), outdoor experiences (30%), and sporting events and competitions (23%).

Question: What types of activities have the greatest potential to be developed to encourage visitation?



- 9. The top 3 issues respondents said the community should focus on during the development of its Tourism Master Plan included expanding visitor experiences (59%), promoting Stony Plain as a tourism destination (45%), enhancing quality of life for residents (35%), improving visitor amenities (29%), and collaborating with regional partners (27%).

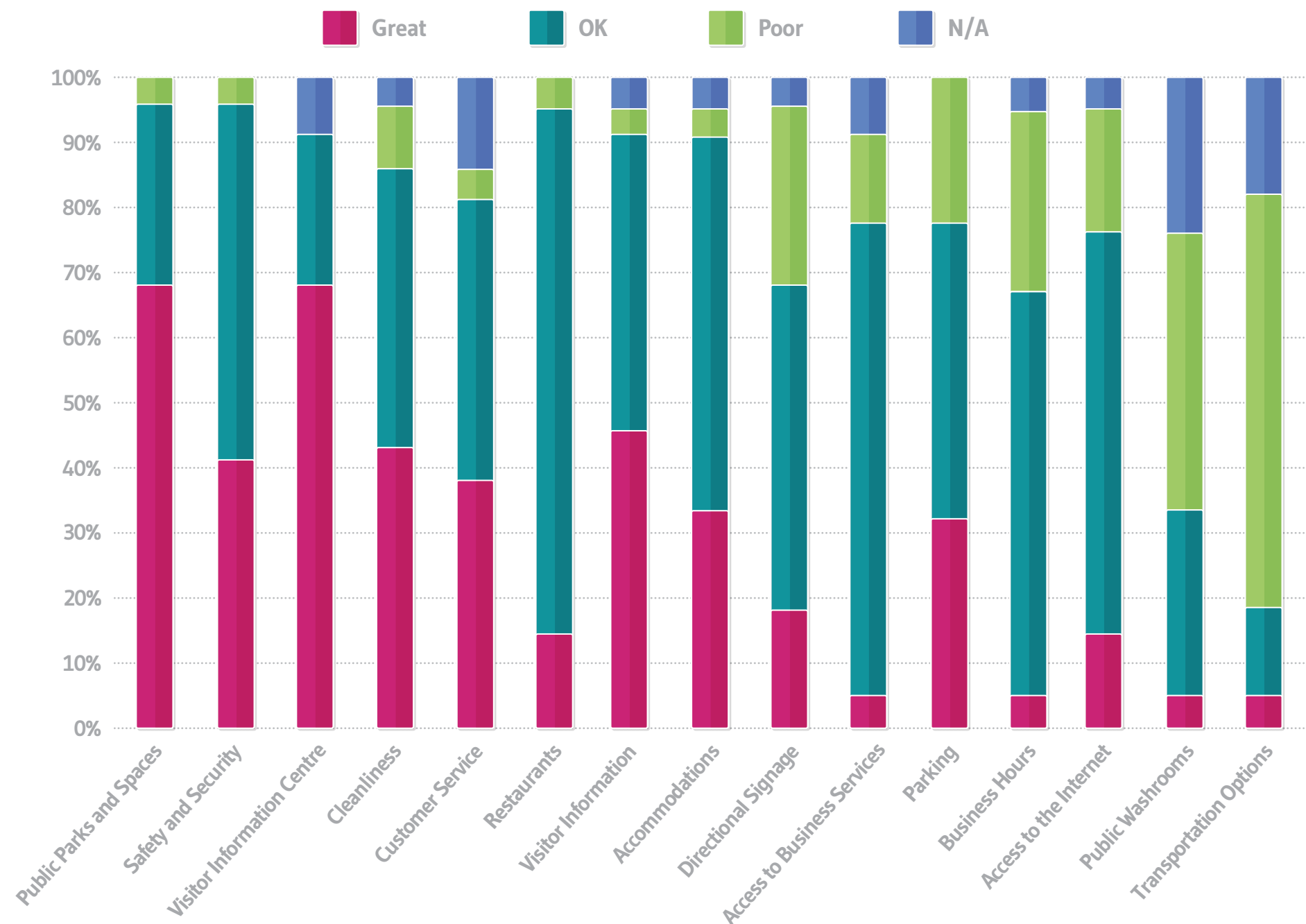
*Multiple responses were accepted for these questions, which is why the totals add up to more than 100%.

Stakeholder Survey

An online survey of tourism stakeholders in Stony Plain was conducted between November 23, 2020 and January 8, 2021. The Town of Stony Plain posted the survey on their website and promoted the opportunity through a variety of online platforms. In total, 41 responses were received. Key findings from the stakeholder survey are provided next.

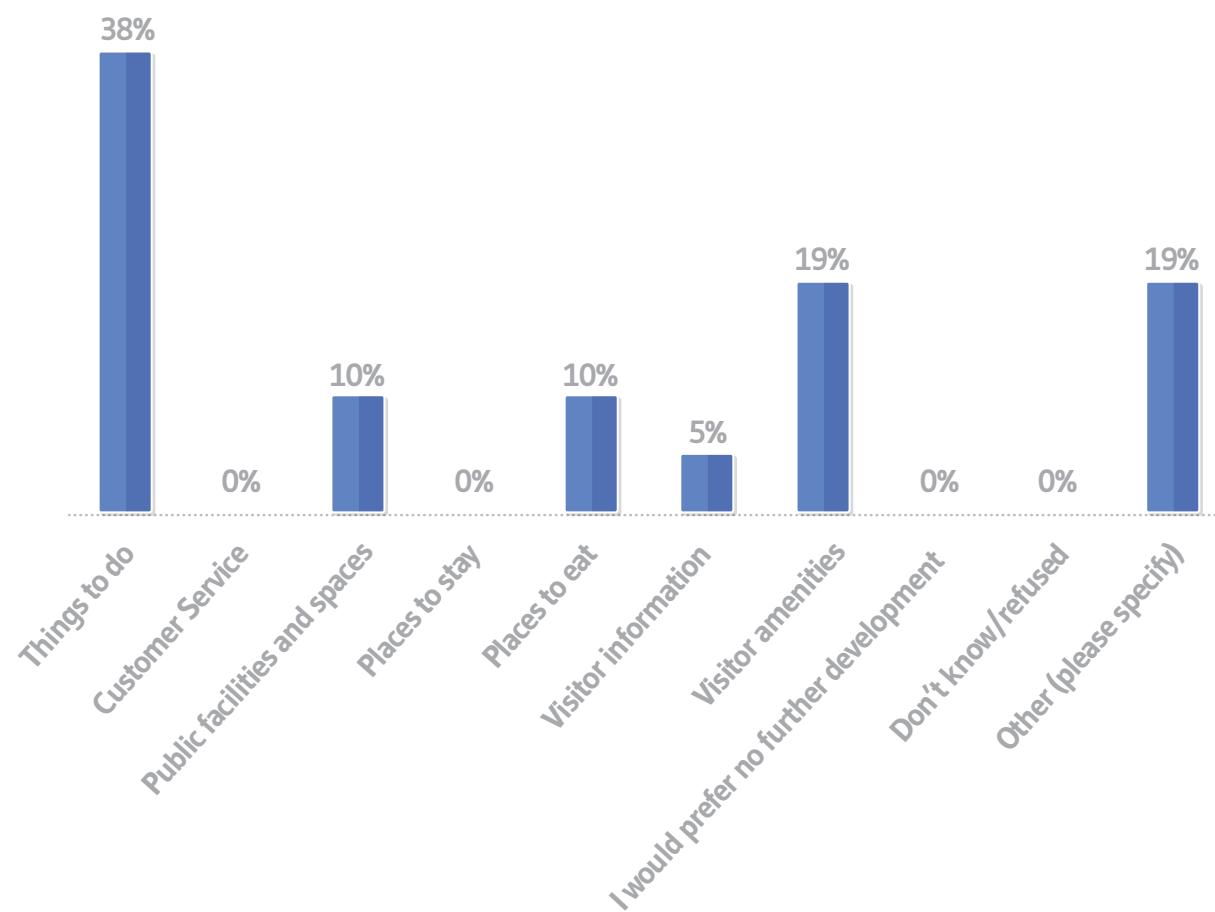
1. The top three issues respondents identified to focus on during the development of the Tourism Master Plan included expanding visitor experiences (48%), promoting Stony Plain as a tourism destination (48%), and growing visitation (44%).*
2. Visitor services and amenities rated highly by respondents included public parks and spaces (68% Great! And 27% OK), visitor information centre (68% Great! and 23% OK), visitor information (45% Great! and 45% OK), safety and security (41% Great! and 55% OK), cleanliness (43% Great! and 43% OK), and customer service (38% Great! and 43% OK). Visitor services and amenities rated poorly by respondents included transportation options (64% poor), public washrooms (43% poor), business hours (28% poor), directional signage (27% poor), parking (23% poor), access to the internet (19% poor), and restaurants (15% poor).

Question: Please rate the following visitor services and amenities in Stony Plain.



3. In order to encourage more visitation to Stony Plain, respondents said their community could most improve on things to do (38%), visitor amenities (19%), public facilities and spaces (10%), and places to eat (10%).*

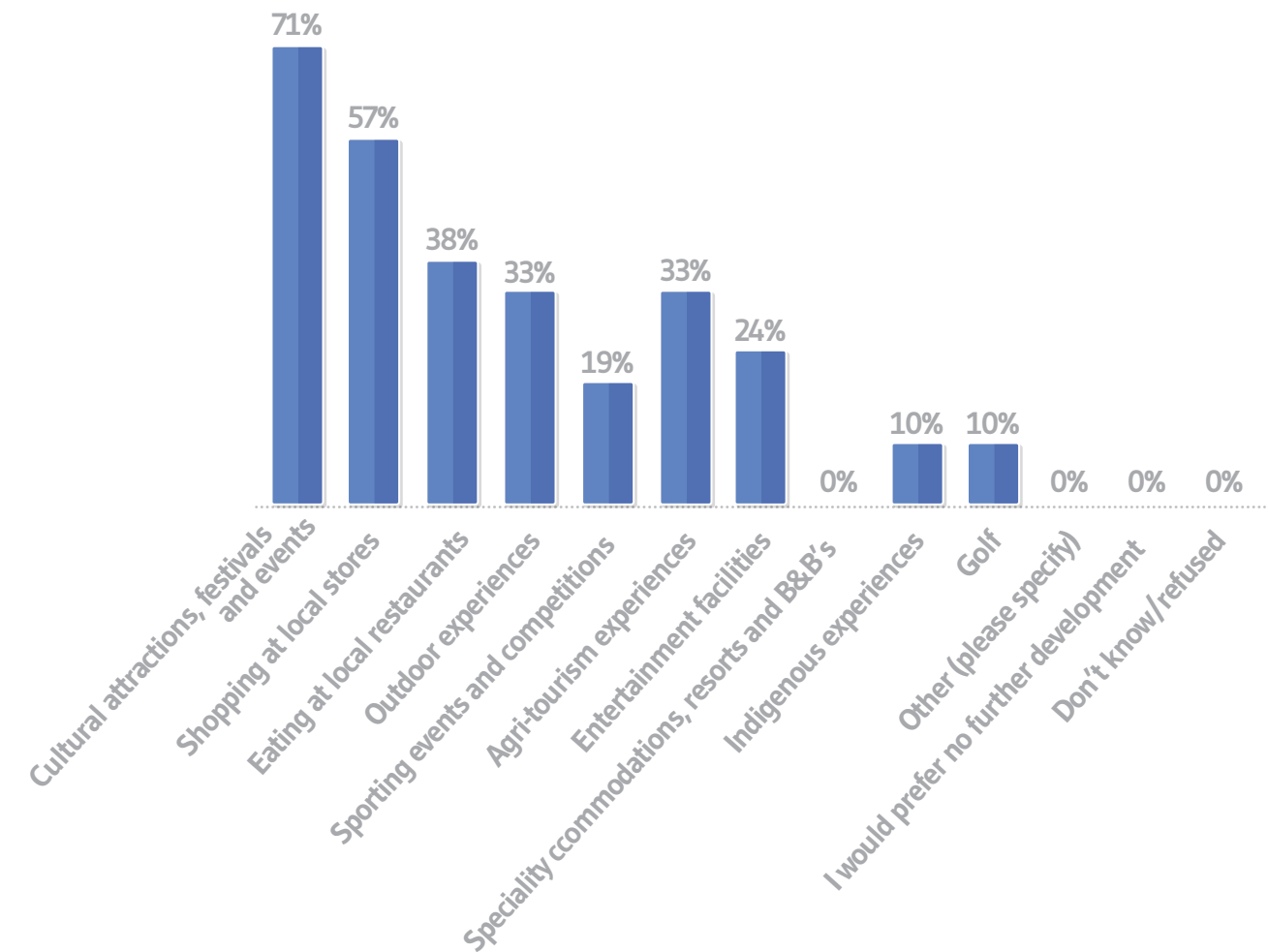
Question: In order to encourage more visitors to come to Stony Plain, what do you think the community could most improve on?



Stakeholders would like to see more tourism advertising and promotions, brand building, collaboration, and product development.

4. The top activities respondents thought had the greatest potential to be developed to encourage visitation were cultural attractions, festivals and events (71%), shopping at local stores (57%), eating at local restaurants (38%), outdoor experiences (33%), and agritourism experiences (33%).*

Question: What types of activities have the greatest potential to be developed to encourage visitation?



5. In terms of destination development services, respondents were most supportive of tourism advertising and promotions (58%), building the destination brand (50%), stakeholder engagement, collaboration, and communication (46%), and tourism product development (25%).*

6. Considering the impacts of COVID-19, many stakeholders feel their organization is either sustaining (40%), struggling (35%), or thriving (15%).

7. Over the next 12 months, a majority of stakeholders feel positive about the future outlook of their organization (40% very positive and 35% somewhat positive).

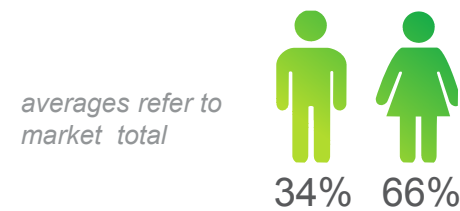
*Multiple responses were accepted for these questions, which is why the totals add up to more than 100%.

Appendix C: Explorer Quotient Target Market Profiles

Canada
Cultural Explorers
 9% of Canadian Market



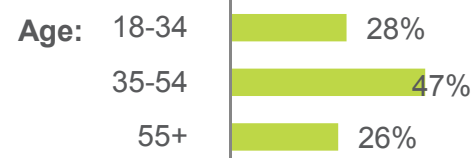
Demographics



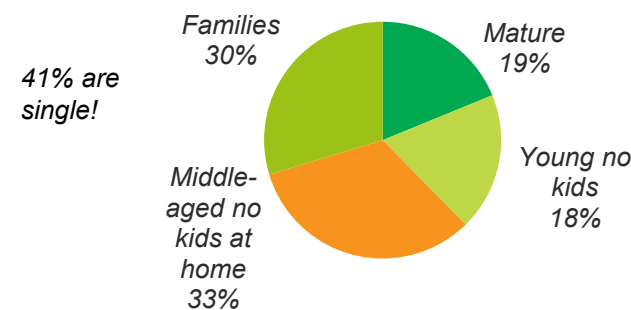
Education: Average

Employment: FT, slightly above avg. # of homemakers

Household Income: Average



Lifestage



© 2012 Canadian Tourism Commission

Cultural Explorers are defined by their love of constant travel and continuous opportunities to embrace, discover and immerse themselves in the culture, people and settings of the places they visit.

Social Values

Top defining Values

Cultural Sampling: They believe that other cultures have a lot to teach them.

Personal Creativity: They love to use their imagination and creativity at work and play and sharing their ideas with others.

Personal Control: They feel in control of their lives and not afraid to take on moderate risk if it means they can learn something new.

Need for Uniqueness: They like to be different from others, and will pay attention to their manner of dress and appearance.

Social Responsibility: They believe in giving back to those in need.

Personal Escape: They long for that which is beyond the practical - want to experience beauty and pleasure in surprise and astonishment.

Bottom defining Values

Ostentatious Consumption: They are not highly materialistic and are offended by ostentatious consumption.

Aversion to Complexity: They are not intimidated by changes or complexities in society. Being spontaneous is thrilling and fun for them.

Travel Values

A Cultural Explorer will seek:

Unstructured Travel: They prefer not to be constrained to “tourist” schedules or destinations, and will chart their own courses.

Historical Travel: They love to learn about and absorb themselves in the ancient history, as well as the modern cultures of the places they visit.

Cultural Immersion: The best way to experience a culture is to interact with it as deeply as possible.

Nature Travel: They will choose destinations that provide opportunities to experience natural beauty.

Shared Experiences: They are attracted to groups where they can socialize and share the experience with others – using social media for sharing during and after the trip.

A Cultural Explorer will avoid:

Comfort-Seeking: This EQ type seeks an authentic experience and doesn’t need to be pampered in commercial hotels.

Reluctant Travel: They are always planning their next trip – they are not content to experience the world through the Internet or TV.

Experience Appeal and Travel Behaviours

10 Most Appealing Activities (in descending order)

1. Marine life viewing (whale watching, other marine life)
2. Attending farmers' markets
3. Dining at restaurants offering local ingredients
4. Visiting national, provincial/state parks to visit interpretative centres/museums
5. Wildlife viewing - land based animals & bird watching
6. Visiting national, provincial/state parks to view wildlife and surrounding nature and/or to participate in adventure experiences
7. Viewing outdoor street performances (free)
8. Viewing Northern/Southern Lights/Aurora
9. Visiting small towns, villages
10. Food related factory tours (Cheese, chocolate, etc.)

3 of the Least Appealing Activities

1. Participating in multi-day guided group tours by bus
2. Golfing
3. Hunting

Last Trip

Party composition & size: 74% took child-free trips, mainly travelling in groups of 2 adults.

Duration: 36% took trips between 4-7 nights duration, and a higher than average proportion took trips between 8-14 nights (28% vs. 22% for Canada). Avg: 10.4 nights

Spend: Average party spend is \$3,141 per trip. More was spent on long-haul trips - on average \$3,851 per trip

Top 3 Sources for Trip Planning

1. Websites of online retailers, travel agencies or tour operators
2. Websites of airlines, hotels, attractions or other services at destination
3. Discussions w/ friends, family, business colleagues

© 2012 Canadian Tourism Commission

Product:

- Interactive and immersive experiences
- Beautiful scenery, active adventure, shopping, dining and outdoor festivals/events
- Allows free exploration
- Environmentally, socially responsible

Price:

- Will pay for unique experiences, local, sustainable, ethical products
- Value for money
- Respond well to discounts and feeling like they are getting a 'deal'
- Transparency of offering

Canadian Cultural Explorers

Promotion:

- Get people talking (word of mouth and word of mouse)
- Varied and extensive media mix, heavy emphasis on websites
- Include other traveller reviews
- Social connection with locals
- Stylish, creative
- Traditional Advertising (newspaper, magazine, billboard)

Close the Sale!

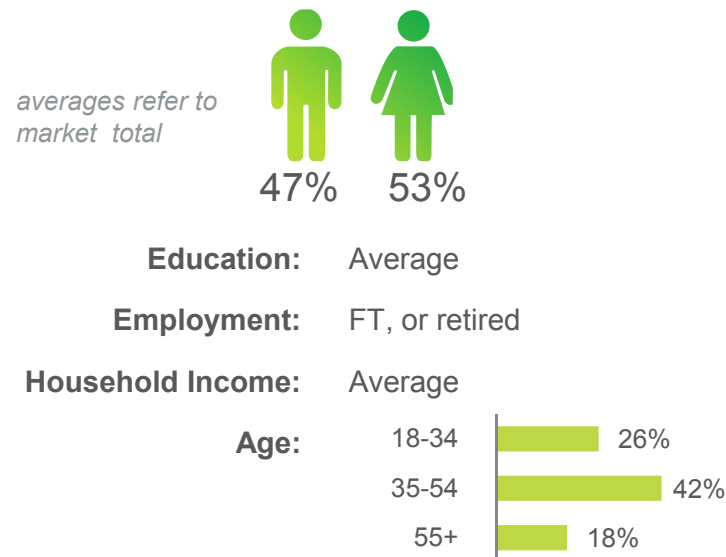
- Partner with airlines, hotels, attraction and services in your area
- Travel agencies, travel operators and tour guide websites are sales channels – make sure where possible you are listed!
- Include a clear 'call to action' on websites and social channels
- Make it clear how to book online or connect via phone

**compared to the global Cultural Explorer*

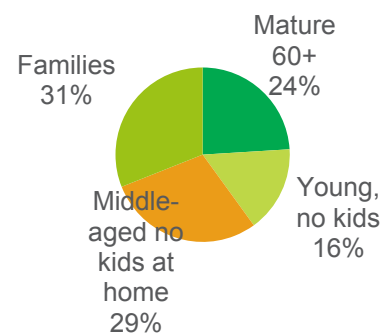
Canada
Personal History Explorers
 13% of Canadian Market



Demographics



Lifestage



© 2012 Canadian Tourism Commission

As travellers, Personal History Explorers are primarily defined by their desire to connect to their own cultural roots – and do so by travelling in comfort, style and security.

Social Values

Top defining Values

Discerning Hedonism : They love to savour life’s pleasures, whenever they can.

Social Intimacy: They seek meaningful connections with others that lead to a better understand their own roots.

Need for Status Recognition: They want the fruits of their labour to show. They enjoy new technology, and will buy the latest gadgets to show off. Discounts are not as important for the Canadian PHE.

Search for Roots: They are more interested in understanding their own history and culture, rather than the cultures of others. Part of this is honouring traditional family passages, like births, marriages, deaths, etc.

Concern for Appearance: They are very image-conscious and place a great deal of importance on appearing attractive.

Bottom defining Values

Buying on Impulse: Although they are avid consumers, they try to balance this with their desire to be savvy, price-conscious buyers.

Personal Control: They have learned to adapt to whatever life presents to them.

Travel Values

A Personal History Explorer will seek:

Roots Travel: Their most important travel motivation is interest in understanding ancestry, heritage.

Comfort/Luxury Seekers: They want their creature comforts and will splurge on the finer things, including luxurious accommodations when on vacation. Canadian PHEs also enjoy active adventure.

Security Concern: They tend to be anxious travellers, fearful for their personal security

Checklist Travel: They want to see all the main attractions but don’t need to go in depth with any.

Shared Experience: Attracted to groups where they can socialize and share the experience with others.

Hedonistic Rejuvenation: Vacation is a time to be carefree and indulge – they will enjoy spa, great cuisine and other opportunities for a little pampering.

A Personal History Explorer will avoid:

Reluctant travel: Canadian PHEs have a greater interest in frequent travel than the Global PHE.

Experience Appeal and Travel Behaviours

10 Most Appealing Activities (in descending order)

1. Marine life viewing (whale watching, other marine life)
2. Wildlife viewing - land based animals & bird watching
3. Seeing beautiful coastlines, beaches
4. Taking a day cruise
5. Visiting national, provincial/state parks to visit interpretative centres/museums
6. Viewing Northern/Southern Lights/Aurora
7. Dining at restaurants offering local ingredients
8. Visiting national, provincial/state parks to view wildlife and surrounding nature and/or to participate in adventure experiences
9. Attending farmers' markets
10. Seeing autumn leaves

3 of the Least Appealing Activities

1. Participating in vocational learning
2. Undertaking travel philanthropy/voluntourism
3. Attending literary festivals or events

Last Trip

Party composition & size: Most travelled as 2 adults (41%) but they were more likely than average to travel with children.

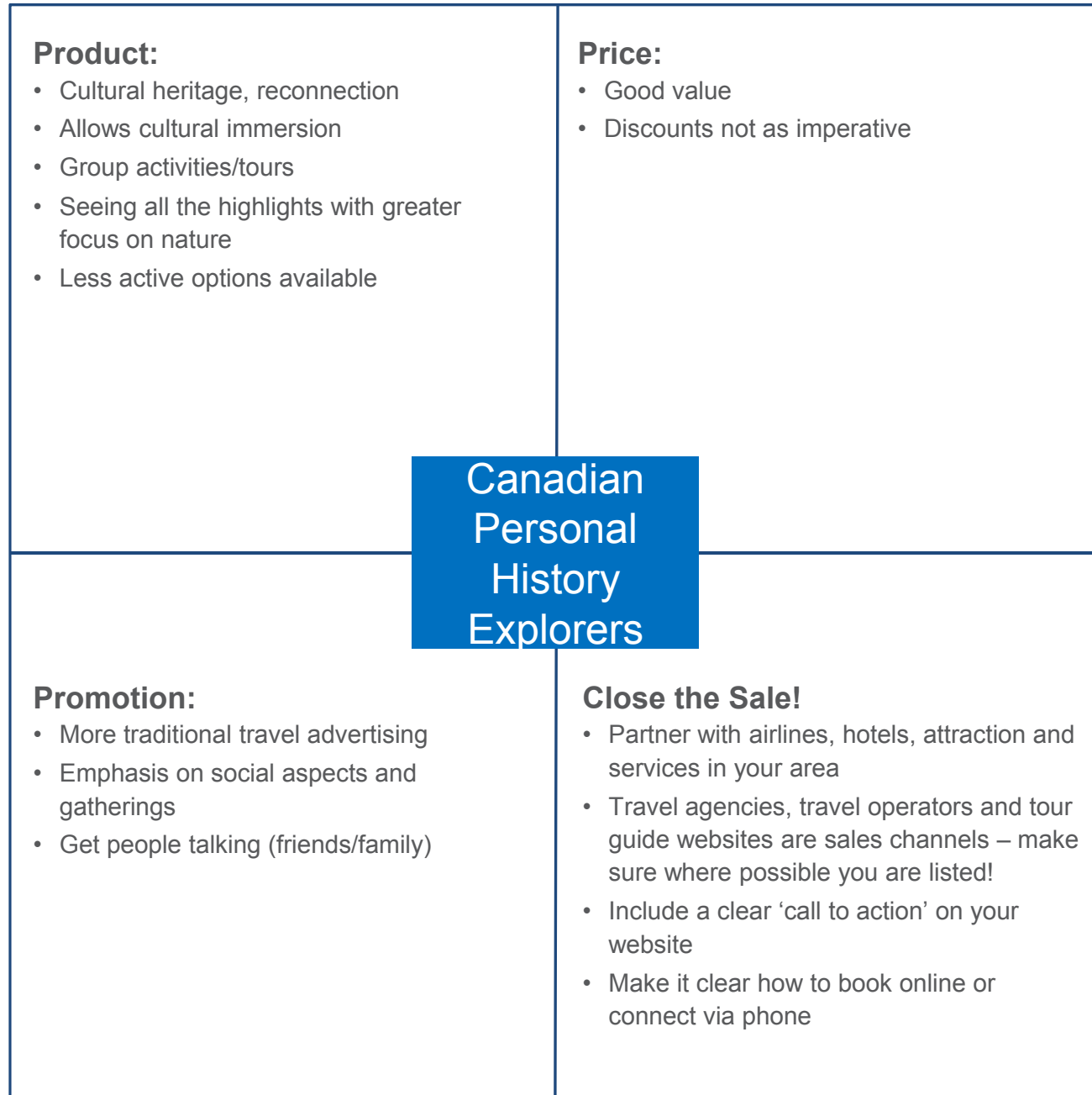
Duration: Average trip duration for all PHEs was an average 9.3 nights. The average duration for a long-haul trip was 10.9 nights.

Spend: Average total party spend of \$2,629; those who travelled long-haul spent more at \$3,489 – both amounts similar to the Canadian average.

Top 3 Sources for Trip Planning

1. Websites of online retailers, travel agencies or tour operators
2. Websites of airlines, hotels, attractions or other services at destination
3. Discussions with friends, family, business colleagues

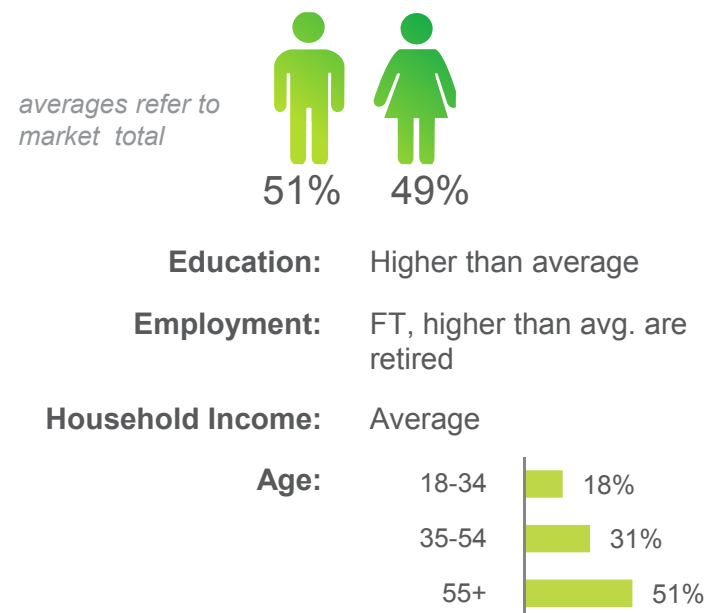
© 2012 Canadian Tourism Commission



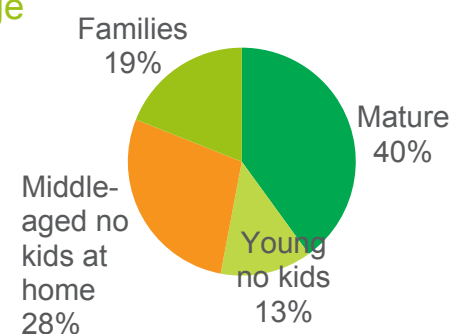
Canada
Authentic Experiencers
 12% of Canadian Market



Demographics



Lifestage



© 2012 Canadian Tourism Commission

Authentic Experiencers are typically understated travellers looking for authentic, tangible engagement with destinations they seek, with a particular interest in understanding the history of the places they visit.

Social Values

Top defining Values

- Personal Control:** They are focused on maintaining control and autonomy in their lives. Many are retired, with time to do the things they want to do.
- Financial Security:** They feel optimistic about their financial future; more so than global AE's.
- Cultural Sampling:** They show a tendency to incorporate foreign cultures into their lives, like going to an Inuit art gallery or dining at a Thai restaurant.
- Importance of Spontaneity:** They enjoy the unexpected in life - they welcome and appreciate surprises.
- Ecological Concern:** They are concerned about the health of the planet and what that means to future generations.

Bottom defining Values

- Importance of Aesthetics:** With a more functional and pragmatic approach to life they are unlikely to be swayed by beauty or appearance.
- Joy of Consumption:** Although they are relatively affluent and confident financially, they are not avid shoppers, deriving little enjoyment from the act of consumption

Travel Values

An Authentic Experiencer will seek:

Historic Travel: They love to learn about and absorb themselves in the history and culture of the places they visit. They will research before they leave and take their time in historic sites and museums.

An Authentic Experiencer will avoid:

- Comfort Seekers:** This EQ type does not shy away from living like the locals do. This is more important than staying somewhere with the comforts of home.
- Luxury Travel:** They are unlikely to seek out luxury amenities or gourmet experiences.
- Group Travel:** They prefer to do their own thing.
- Escape:** Travel is not about escape from the day to day, they need not disconnect in order to relax.
- Hedonistic Rejuvenation:** They are unlikely to be carefree and indulgent when traveling – their focus is on learning

Experience Appeal and Travel Behaviours

10 Most Appealing Activities (in descending order)

1. Marine life viewing (whale watching, other marine life)
2. Wildlife viewing - land based animals & bird watching
3. Visiting small towns, villages
4. Visiting national, provincial/state parks to view wildlife and surrounding nature and/or to participate in adventure experiences
5. Seeing beautiful coastlines, beaches
6. Visiting national, provincial/state parks to visit interpretative centres/museums
7. Visiting well known historic sites and buildings
8. Dining at restaurants offering local ingredients
9. Mountain and glacier viewing
10. Visiting well-known natural wonders

3 of the Least Appealing Activities

1. Attending nightclubs/lounges
2. Motorcycling
3. Snowmobiling as an overnight touring trip

Last Trip

Party composition & size: 78% of Canadian AE's took child-free trips (vs. Canadian average of 72%).

Duration: Canadian AEs typically take longer trips than the average - 12.7 nights overall and 15.7 nights for long-haul travel.

Spend: Canadian AEs have an average per party spend of \$3189 per trip, \$3859 for long-haul..

Top 3 Sources for Trip Planning

1. Websites of airlines, hotels, attractions or other services at destination
2. Websites of online retailers, travel agencies or tour operators
3. Travel guides and books

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Product:

- Historical Travel
- Features opportunities to meaningfully connect with locals
- More low-impact activities, but also some active and hands-on*
- Authentic, living culture
- Creates opportunities for shared experiences

Price:

- Reasonable

Canadian Authentic Experiencers

Promotion:

- Get people talking – word of mouth or word of mouse
- Traditional media and Internet – more use websites of regional or city tourism offices
- Practical details
- Catered to older demo
- Non-touristy
- Promotion in Travel Guides
- Articles in Newspapers

Close the Sale!

- Partner with airlines, hotels, attraction and services in your area
- Travel agencies, travel operators and tour guide websites are sales channels – make sure where possible you are listed!
- Include a clear 'call to action' on your website
- Make it clear how to book online or connect via phone

*compared to the global Authentic Experiencer

Appendix D: Criteria for Selecting a Host Organization

Organization	Program
Goal Alignment	The extent to which the goals of the organization align with those of the master plan.
Organizational Capacity	The extent to which the organization has the capacity to add value. Do they have the business infrastructure, experience, management capacity, and financial resources to be an active leader for the master plan?
Collaboration	The extent to which the organization encourages and supports collaboration between stakeholders.
Knowledge	The extent to which the organization understands tourism development.
Resource Requirements	The extent to which the organization will need additional resources to fulfill its mandate and action the plan.
Entrepreneurial Mindset	The extent to which the organization has the ability to be innovative and entrepreneurial in order to generate revenue to be reinvested in implementation of the master plan.
Growth Potential	The extent to which the organization will have the potential to achieve year over year growth in terms of visitation, visitor expenditures, and new products.
Evaluation and Performance	The extent to which the organization can be clearly evaluated and have its performance measured.
Complementary Skills	The extent to which the organization will bring to the arrangement a complementary skill set and/or other resources that will add value.
Past Success	The extent to which the organization has been successful elsewhere in similar projects.

Appendix E: Funding Mechanisms

The following describes some of the funding mechanisms available to support tourism development.

Municipal Funding

In Alberta, municipalities invest in tourism development in a variety of ways. Examples of municipal funding support include resources for staff, service contracts and special project funding. Municipalities can also support tourism through the development of infrastructure that enhances visitor experiences, in addition to dedicating staff resources toward appropriate tourism-related initiatives.

Increase in Business Activity and Tax Base

One of the objectives of the master plan is to develop tourism initiatives that will result in increased economic activity from visitor spending. If businesses and governments see a return on investment, it is expected that further investment will be warranted from a range of stakeholders.

Fee for Service

Fee for service is a “pay to play” option for tourism organizations to meet specific industry needs and generate revenue. Charging a fee for a website listing or for trade show representation are both examples of fee-for-service offerings. Providing a-la-carte products and services (vs. an all-inclusive membership fee) provides more choice for potential participants and allows them to invest in customized services. Conversely, this approach has the potential to significantly increase the number of sales transactions per year; therefore, this risk must be managed through the development of efficient administrative processes.

Destination Management Fund

Destination Management Funds (DMF) are a proven method to provide core funds for tourism development and marketing. DMF’s involve voluntary participation by operators who agree to charge an extra fee on their services (usually 2-3%). This extra charge is then contributed to the DMF for collective marketing and destination development purposes. In order for a DMF to achieve a sustainable scale it must reach a critical mass of participants. DMF’s can be challenging to develop and maintain, but there are many examples of successful organizations that utilize DMFs in Alberta.

DMF Revenue Analysis for Stony Plain

In Stony Plain there are approximately 332 fixed roof accommodation rooms. According to the Government of Alberta’s Tourism Market Monitor, average daily rates (ADR) in the Edmonton region were \$126.28/per night and occupancy rates (OR) were 55.5% in 2019.²⁴ Assuming a 50% participation rate in the program and a 2% contribution rate, it is estimated that there is a potential annual revenue source of \$84,929 through a DMF (see Figure 8).

It should be noted that the stated ADR’s and OR’s are for the Edmonton region. Caution should be used when apply these figures to Stony Plain’s accommodation sector. Additionally, these figures are from 2019; therefore, they are pre-COVID-19.

Figure 8. DMF Revenue Breakdown (assuming 50% participation)

# Rooms	Occupancy Rate	# days	ADR	Room Revenue/yr.	Participation Rate	DMF %	Total for DMF/yr.
332	0.555	365	\$126.28	\$8,492,949	0.5	0.02	\$84,929

Opportunities in Implementing the DMF

A DMF could provide much need core funds that could be leveraged with contributions from partners. It is recommended that tourism product development is also considered as an acceptable expenditure of funds (in addition to promotions). A DMF can help create engagement from the business community as they will have “skin in the game.” This could in turn result in increased communication and partnerships (e.g. packaging of tourism experiences).

Challenges in Implementing the DMF

The primary challenge is the task of selling the benefit of collaboration to business owners. Businesses will not want to participate in the DMF unless there is a reasonable expectation of a return on their investment. There will need to be a strong business case that supports investment.

Membership Fees

Membership fees are a traditional revenue stream, providing revenue on an annual basis. These fees can be structured as a flat rate for all members, or in a scaled fashion whereby smaller organization pay less. In return, members receive a package of services. Many tourism organizations in Alberta and across the globe utilize membership fees for a portion of their budgets.

Stakeholder Contributions

This document identifies several stakeholder groups that could be contributors to the master plan as it moves forward into the implementation stage. These organizations may choose to fund various initiatives based on the mandate of their organization. It is expected that some organizations will participate to a greater degree (financially) than others. It should be noted that gifts in kind and other forms of collaborative support are also valuable contributions during implementation. It will be critical to have all stakeholders participate in the development of key initiatives in the plan regardless of their financial contribution.

Corporate Partnerships

International research indicates that tourism organizations look to sponsorships and partnerships as key to building revenue. Building new partnerships is about creating value by connecting destination and partner brands, customers, and networks. Once the master plan begins to take shape it will be important to identify companies and organizations that identify with, or have branded themselves along similar lines to, the destination’s tourism offering.

Provincial Funding

The Government of Alberta invests funds in provincial, regional, and local tourism initiatives through various programs as described in Figure 9.

Figure 9. Provincial Funding Programs

Organization	Program	Available Funding
Alberta Jobs, Economy, and Innovation	Community and Regional Economic Support (CARES)	\$10,000 minimum
Alberta Jobs, Economy, and Innovation	Major Cultural and Sport Events	\$250,000 maximum
Alberta Jobs, Economy, and Innovation	Visitor Friendly Alberta	Approximately \$20,000 (depending on project)
Alberta Jobs, Economy, and Innovation	Community Facility Enhancement Program	\$125,000/year (small) \$1,000,000/year (large)
Alberta Jobs, Economy, and Innovation	Heritage Awareness Grants	\$15,000
Alberta Jobs, Economy, and Innovation	Historic Resource Conservation Grants	Grants range from \$5,000 - \$100,000
Alberta Jobs, Economy, and Innovation	Tourism Entrepreneurship Startup Seminar	Seminars are free to attend
Travel Alberta	Tourism Training Programs	100% of approved training costs
Travel Alberta	Cooperative Investment Program	Available funding varies depending on which program stream is applied for. See Travel Alberta’s website for more information.

Appendix F: References

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²² Expedition Management Consulting Ltd. (2017). Lac La Biche County Visitor Friendly Assessment and Action Plan.

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²⁴ Government of Alberta. (2020). Alberta Tourism Market Monitor (2019).

Tourism Master Plan Implementation Update

1. Organizational Development

Goal: *Build organizational capacity to support tourism development in Stony Plain.*

Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes	Progress	
A. Organize and Collaborate for Tourism Development	1.A.1	Obtain formal commitment from the Town of Stony Plain and other key stakeholders to implement the Tourism Master Plan.	H	L	S		Complete
	1.A.2	Establish a Host Organization (Town of Stony Plain) and Tourism Development Task Force who will be primarily responsible for implementing the Tourism Master Plan.	H	L	S		Ongoing <ul style="list-style-type: none"> • Culture and Tourism Roundtable
	1.A.3	In the medium to long term, conduct a study to analyze the feasibility of establishing a Destination Management Organization (DMO).	M	M	M-L		Currently the municipality is acting as the DMO
B. Allocate Resources to Tourism Development	1.B.1	Allocate financial and human resources to implement the Tourism Master Plan. Wherever feasible, resources should be leveraged between partner organizations.	H	H	S	It is envisioned that the Town will increase its investment of financial and human resources toward tourism development, particularly relating to product development and marketing.	Completed annually via Corporate Plan and funding received such as the Northern Region Economic Development (NRED) grant
	1.B.2	Increase the capacity of the Town to support tourism product development, marketing, and broader destination development by adding an Experience Development and Marketing Resource (EDMR). The cost/benefit of hiring contracted resources versus adding municipal staff should be considered.	H	H	S	The primary role of this resource is to facilitate the development of new experiences at local attractions. Other duties would include programming key tourism areas (e.g. downtown), delivering tourism	<ul style="list-style-type: none"> • Ongoing annually via Corporate Plan

						marketing services, and coordinating tourism development initiatives in the community (e.g. developing/managing tourism-related programs, organizing training opportunities, etc.).	
	1.B.3	In the medium to long term, determine the willingness of stakeholders to pursue the creation of a Destination Management Fund (DMF) as an additional funding source for tourism development.	M	M	M-L	See Appendix E for an analysis of the potential annual revenue a DMF could generate in Stony Plain.	Complete <ul style="list-style-type: none"> • Report to Council 2024 • Feasibility Report attached to Agenda item
C. Collaborate with Key Partners	1.C.1	Deliver presentations to the Boards of key stakeholder organizations to encourage collaboration on the implementation of the Tourism Master Plan.	H	L	S		Complete
	1.C.2	Host regular tourism planning forums open to all tourism stakeholders in the community. The purpose of these forums would be to share successes/achievements, enhance collaboration, build capacity, and communicate future initiatives.	H	L	Ongoing	The first forum should occur within six months of master plan approval to kick off implementation.	Complete <ul style="list-style-type: none"> • Meetings with Downtown and other business operators (2023) Ongoing <ul style="list-style-type: none"> • Culture and Tourism Roundtable
	1.C.3	Schedule bi-annual meetings with regional partners to share tourism-related plans and collaborate (e.g. City of Spruce Grove, Parkland County, Explore Edmonton).	M	L	Ongoing		Ongoing
	1.C.4	Meet with Travel Alberta and Alberta Jobs, Economy and Innovation’s Tourism Branch to determine opportunities to work together.	M	L	S		Complete <ul style="list-style-type: none"> • Initial meetings completed Ongoing <ul style="list-style-type: none"> • Regular meetings with partners

2. Product Development

Goal: Build upon existing assets to develop compelling tourism experiences with broader appeal that will attract visitors to Stony Plain.

Priority Initiatives	Action Items		Priority	Cost	Timeline	Notes	Progress
A. Expand and Enhance Tourism Offerings in Stony Plain	2.A.1	Create tactical Tourism Product Development Plans for each tourism product line identified for Stony Plain. These plans will serve to increase the number of market ready experiences that appeal to key visitor markets.	H	M	S-M	Included in these plans should be recommendations for downtown activation that will help develop experiences to drive traffic downtown. These plans could be developed over several years using a phased approach to lessen the resource requirements in the near term.	Partially Complete <ul style="list-style-type: none"> Recommendation in Arts, Culture, and Heritage Action Plan aligned with this and resulted in Midsummer Thursdays.
	2.A.2	Work with anchor attractions/events to develop new tourism-related products that will attract target markets.	H	M	S-M	Anchor attractions/events identified through this study include the Pioneer Museum, Multicultural Heritage Centre, Heritage Park, Crooked Pot Gallery, Downtown Murals, Blueberry Bluegrass Festival, Farmers Days, and the Cowboy Gathering.	Ongoing (for example) <ul style="list-style-type: none"> Baby Boo Foraging walk Lobby exhibit Skydancer Funding Sidewalk Poetry Culture Days Youth Centre Mural (2026) Potters' Guild Mural (2026)
	2.A.3	Develop a destination animation program targeted at key tourism areas during peak visitation times.	H	L	S	Destination animation programs provide matching grants to local businesses/organizations to help them animate areas	Ongoing <ul style="list-style-type: none"> Placemaking grant program

						with programming that enhances visitor and resident experiences (e.g. small performances, interactive art displays, etc.).	
2.A.4	Provide tourism experience and package development training to stakeholders who can play a role in developing new tourism product.	H	L-M	S-M		For example, anchor attractions, events, existing and potential new tourism operators. A list of potential training programs is provided in 4. Destination Development.	Ongoing <ul style="list-style-type: none"> • Ambassador Program
2.A.5	Package complementary experiences together to provide compelling single and multi-day experiences that will incentivize travel to Stony Plain.	H	L	S-M		This will be a key function of the EDMR.	Future Consideration
2.A.6	Work with anchor attractions to expand operating hours to peak visitor periods (i.e. evenings and weekends).	M	M	M		To start, expand operating hours during key weekends in the summer. The end goal is for these attractions to become fully animated.	Future Consideration
2.A.7	Work with the GPRC to engage tourism-related businesses in the downtown with the goal to increase hours of operation during peak visitation times (e.g. evenings, weekends, events).	M	L	S-M		Pilot evenings and weekends, particularly during festivals and events, to start.	Ongoing <ul style="list-style-type: none"> • Businesses encouraged to have a booth during Midsummer Thursdays and to also remain open if possible
2.A.8	Review municipal bylaws, policies, and procedures to ensure a strong foundation and favourable regulatory framework is in place to support tourism development (e.g. patio regulations, event permits, street closure policies, etc.). Where applicable, make adjustments that will encourage experience development and enhancement of the visitor experience.	M	L	S-M		For example, outdoor patio regulations, event permits, street closure policies, etc.	Ongoing <ul style="list-style-type: none"> • Special Roadway Event Permit • Placemaking program

B. Arts, Culture and Heritage Tourism	2.B.1	Build tourism focused programming around existing cultural assets, including the Pioneer Museum, Multicultural Heritage Centre, Murals, and others.	To be determined through the Tourism Product Development Plans.		See above 2.A.2
	2.B.2	Work with cultural groups to develop unique cultural tourism programs (e.g. interpretive tours of historic sites, Indigenous programming, art showcases, cultural demonstrations, etc.).		This could include enhanced school programs.	See above 2.A.2
	2.B.3	Seek opportunities for product clustering, packaging, and itinerary development with neighbouring communities and regional attractions.			Complete <ul style="list-style-type: none"> • On the Edge Tourism Marketing Partnership • DMF consultation with Tri-Region partners to determine feasibility Ongoing Relationships <ul style="list-style-type: none"> • Explore Edmonton • Travel Alberta • Tri-Region partners
	2.B.4	Consider developing engaging digital tourism applications to showcase Stony Plain's offerings.			Future Consideration
	2.B.5	Engage with Indigenous groups and First Nations in the region to explore opportunities to build Indigenous tourism offerings.			Ongoing <ul style="list-style-type: none"> • Skydancer Indigenous Cultural Centre In Progress <ul style="list-style-type: none"> • Skydancer land exploration
	2.B.6	Work with Indigenous Tourism Alberta to encourage the development of Indigenous tourism experiences.			In Progress via Skydancer
C. Culinary Experiences	2.C.1	Incorporate culinary experiences into visitor and market ready experiences in all other product categories.		Completed <ul style="list-style-type: none"> • Taste of Downtown during Culture Days 	

					<p>Ongoing</p> <ul style="list-style-type: none"> • Addition of Mobile Vendors at Summer Sessions • Diverse range of Mobile Vendors at Midsummer Thursdays
	2.C.2	Encourage the development of unique culinary offerings in Stony Plain (e.g. restaurants, breweries, distilleries, etc.).			Future Consideration
	2.C.3	Leverage Alberta Open Farm Days to expand agritourism offerings.			Ongoing via Heritage Agricultural Society
D. Events Tourism	2.D.1	Develop a Tourism Festival and Event Strategy and Action Plan for Stony Plain.		<p>This strategy would assess the community’s capacity to host festivals/events, create a shared vision among stakeholders, identify the types of festivals/events the community should focus on, put forward an organizational structure and collaboration framework to execute on festivals/events, and serve to align the efforts and resources of the community around festivals/events.</p>	Future Consideration
	2.D.2	Develop a dedicated web portal for festival and event planning with information and supports specifically for tourism-focused festivals and events.			<p>In Progress</p> <ul style="list-style-type: none"> • Industry portal on ExploreStonyPlain.com in Development
	2.D.3	Animate key areas of the destination, such as the downtown, Heritage Park, and Rotary Park, throughout the year with art installations, street performances, seasonal programming to			<p>Ongoing</p> <ul style="list-style-type: none"> • Midsummer Thursdays • Placemaking grant for Chamber of Commerce washroom

		draw visitors in and support festivals and events.			<p>refurbishment and signage</p> <ul style="list-style-type: none"> • <i>The Wisdom Comes (Library)</i> • Public art banners • Foraging walk • Library/Blueberry Jams and Ukelele program
	2.D.4	Develop an event hosting policy for the Town that provides a foundation for the effective development, management, and resource allocation of services.			Future Consideration
	2.D.5	Develop an event toolkit to communicate with and support event producers. The event toolkit should provide information on how to host an event, destination protocols, marketing recommendations, event production tools, safety, applications, event contacts, templates, etc.			<p>In Progress</p> <ul style="list-style-type: none"> • Industry portal on ExploreStonyPlain.com in Development
	2.D.6	Pursue attractive sport tourism event opportunities as they arise.			Future Consideration
	2.D.7	Ensure sport tourism is considered in: <ul style="list-style-type: none"> • The facility design and business planning for the proposed new Regional Recreation Centre. • The ongoing operations of the Stony Plain Golf Course and other Town facilities. 			<p>Ongoing</p> <ul style="list-style-type: none"> • Addition of curling rink to Recreation Centre
	2.D.8	Endeavour to strengthen and/or expand winter season festival and event offerings.			<p>Completed</p> <ul style="list-style-type: none"> • Expansion of Christmas Light Up to Winter Fest
E. Visiting Friends and Relatives	2.E.1	Provide resources, training and other supports to encourage residents to host VFR (e.g. trip planning tools, how-to-host tip sheets, etc.).			Future Consideration

Tourism Product	2.E.2	Encourage experience providers to offer host incentives, such as discounts when residents bring visitors with them.			Future Consideration
	2.E.3	Work with experience providers to tailor their offerings to the visiting friends and relatives' market.			Future Consideration
	2.E.4	Develop a Tourism Ambassador Registry and recruit residents who are passionate about showcasing their community to visitors to join the Registry.		Through this program, local people who have strong knowledge of their community and/or unique experiences that they are willing to share with visitors are identified and included in the registry so they can be connected to visitors to support their experience.	Ongoing <ul style="list-style-type: none"> • Tourism Ambassador Program training business owners/organizations and their employees
	2.E.5	Develop an Experience Toolbox that residents and their visiting friends and relatives can use to enhance their experiences.		The Toolbox would contain multiple reference sheets for how to incorporate simple activities to enhance the overall visitor experience. Each reference sheet would be 1-2 pages long and contain simple set up and delivery instructions, in addition to a list of required materials.	Future Consideration

3. Marketing and Promotional Development

Goal: Focus the destination's tourism brand and entice travellers to visit by effectively promoting experiences to receptive target markets.

Priority Initiatives	Action Items		Priority	Cost	Timeline	Notes	Progress
A. Tourism Branding	3.A.1	Establish a clear and compelling tourism brand for Stony Plain focused on cultural tourism.	H	M	S	The brand should take into consideration the direction put forward in	Complete <ul style="list-style-type: none"> • Explore Stony Plain rebrand

Priority Initiatives	Action Items		Priority	Cost	Timeline	Notes	Progress
						the Tourism Master Plan and be grounded in what makes the destination special (see Vision and Competitive Advantage).	
B. Enhance Visitor Information	3.B.1	Significantly enhance Stony Plain’s digital tourism presence, including its tourism website and social media channels.	H	M-H	S	This could be accomplished through the creation of a stand-alone tourism website that clearly speaks to Stony Plain’s target markets. Should the Town choose to continue with the Tri-Region Tourism website, a redevelopment and rebrand of the site is needed and Stony Plain’s offerings should be prominently showcased.	Ongoing <ul style="list-style-type: none"> • Dedicated website ExploreStonyPlain.com • Dedicated Facebook @ExploreStonyPlainAB and Instagram @ExploreStonyPlain
	3.B.2	Develop enhanced visitor information resources (e.g. visitor guide, maps, pamphlets, etc.). The resources should be focused on Stony Plain’s top attractions/experiences, align with the brand, and contain experiential writing and compelling images. Information should be primarily geared for visitors, but it should also speak to residents in order to encourage VFR travel.	H	M-H	S-M	The Mural Guide is an excellent piece of visitor information. No improvements are recommended. The Destination Guide has a clean look and features engaging images throughout. However, the information is presented as more of an inventory of what is available in Stony Plain. More could be done to provide visitors with a compelling call to action. Similar growth areas are	Complete <ul style="list-style-type: none"> • Newly designed and written Destination Guide • Transition of Mural Guide to rebranded Public Art Guide which includes addition of sculptures, banners, and still visible temporary work • Rebranded and updated Visitor Map

Priority Initiatives	Action Items		Priority	Cost	Timeline	Notes	Progress
						present in the existing facility pamphlets and tourism maps.	
	3.B.3	Develop a bank of compelling tourism-related images for use in marketing resources.	M	L	S-M	The images should align with Stony Plain's tourism brand and the direction put forward in the Tourism Master Plan.	Ongoing <ul style="list-style-type: none"> Large inventory of photos from 2017 onward
	3.B.4	Consider reducing the amount of visitor information available on the Town's municipal website and direct visitors to the main tourism website instead.	M	L	M		Ongoing Refinement
	3.B.5	Re-inventory Stony Plain's tourism assets on an annual basis to ensure up-to-date information is available.	M	L	Ongoing		Future Consideration
	3.B.6	Work with local market ready tourism operators to list their products on ATIS 2.0.	M	L	Ongoing	The Alberta Tourism Information Service (ATIS 2.0) is a free content marketing tool available to all Alberta tourism operators.	Future Consideration
C. Improve Tourism Marketing	3.C.1	Develop and implement an annual Tourism Marketing Plan for Stony Plain utilizing the information provided in the tourism master plan.	H	M	S	Opportunities for collaborative marketing with local attractions, businesses, and events should be considered to achieve greater reach.	Ongoing
	3.C.2	Develop and launch a Destination Passport for Stony Plain.	H	L	S	Destination Passports are an easy way to connect visitors and residents with great offers at local businesses. The program works by aggregating	Future Consideration

Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes	Progress
					special offers/deals onto a digital “passport” which is typically free to use. This serves to drive visitation and spending in the local community. Destination Passports are often incentivized through giveaways or prize draws. Several destinations across Canada have implemented Destination Passports as a way to support COVID-19 recovery (see Kamloops and Kelowna for examples).	
	3.C.3 Send delegations of local tourism champions and representatives to important tourism conferences and trade shows to capitalize on emerging opportunities, build capacity and drive visitation to the destination (e.g. Travel Alberta Industry Conference, Go West, etc.).	M	L	Ongoing		Ongoing
	3.C.4 Leverage Travel Alberta’s Cooperative Investment Program to achieve a higher leverage on tourism marketing resources.	M	Depends on Campaign	M - L	Travel Alberta pays greater consideration toward marketing activities that involve two or more Alberta based tourism partners. Additionally, marketing focused on local markets	Ongoing if Eligible

Priority Initiatives	Action Items		Priority	Cost	Timeline	Notes	Progress
						and VFR are now eligible for investment.	
	3.C.5	After more market ready tourism products are available, consider offering familiarization tours to media outlets, travel influencers and the travel trade to attract increased visitation.	L	M	M-L		Future Consideration
D. Collaborate Regionally	3.D.1	Work with Spruce Grove and Parkland County to develop packages and itineraries, and to cross promote each other's offerings.	H	L	Ongoing		Completed <ul style="list-style-type: none"> • Was included as part of OnTheEdgeYEG partnership
	3.D.2	Work with regional partners to ensure alignment between the Stony Plain Tourism Master Plan and the Tri-Municipal Regional Plan.	M	L	S		No Longer Applicable
	3.D.3	Begin discussions with other DMO's along the Edmonton-Jasper corridor to improve cross promotions and participate in regional marketing campaigns.	M	L-H	M-L	Explore Edmonton and Tourism Jasper are working to build out offerings along the Edmonton-Jasper corridor. Opportunities to collaborate with them on development should be explored.	Ongoing Relationships
E. Business Engagement	3.E.1	Develop an "industry" portal on the main tourism website where businesses can learn about tourism supports, engage with each other, and share information/resources/ideas.	M	L	S-M		In Progress

4. Destination Development

Goal: Enhance the capacity of local businesses and tourism stakeholders to transform Stony Plain into a high performing destination that is poised for future growth.

Priority Initiatives	Action Items		Priority	Cost	Timeline	Notes	Progress
A. COVID-19 Crisis and Recovery Management	4.A.1	Identify tourism industry COVID-19 support programs from all levels of government and work to connect local businesses and organizations to these supports.	H	L	S	Available tourism support programs are listed on the Travel Alberta and Destination Canada industry websites.	Complete
B. Increase the Capacity of Local Operators	4.B.1	Provide educational opportunities to increase tourism operator capacity.	H	L	S-M	<p>Funding support for these programs may be available from provincial sources.</p> <p>There are many excellent training opportunities that could be offered, including:</p> <ul style="list-style-type: none"> • Experience Essentials Workshop (TA) • Partnering and Packaging Workshop (TA) • SHiFT Program: Transforming Products to Experiences (TA) • Tourism Entrepreneurship Startup Seminar (AEDTT) 	Future Consideration

Priority Initiatives	Action Items		Priority	Cost	Timeline	Notes	Progress
						<ul style="list-style-type: none"> • Indigenous Tourism Business Startup Seminars (ITA) • Visitor Information Providers Program (AEDTT) • Spring Training (AEDTT) • SuperHost Customer Service Training (go2HR) • Familiarization tours 	
C. Support Development of the Tourism Sector	4.C.1	Incorporate a tourism focus to the Town's Business Retention and Expansion (BRE) Program.	H	M	S-M		In Progress <ul style="list-style-type: none"> • Launch of Business Retention and Expansion program
	4.C.2	Explore the feasibility of developing a multi-faceted Tourism Development Incentive Program that will encourage the creation of new tourism businesses and the expansion of existing tourism businesses.	M	M-H	M	Jurisdictions across Canada are taking a proactive approach to encouraging tourism development by offering incentives to new businesses as well as existing businesses that want to expand. These incentives typically include property tax	Future Consideration

Priority Initiatives	Action Items		Priority	Cost	Timeline	Notes	Progress
						abatements, fee waivers, loans, and grants.	
D. Improve the Visitor Friendliness of the Community	4.D.1	Enhance the availability of public washrooms in the downtown during peak visitation periods (i.e. evenings and weekends).	H	L	S		Complete via Stony Plain Public Library
	4.D.2	Complete a Visitor Friendly Assessment (VFA) of Stony Plain. The VFA will provide a practical assessment of how the community presents itself to visitors and include an actionable plan that will lead to tangible improvements in visitor friendliness.	H	H	S-M	Funding support may be available through the Visitor Friendly Program .	No Longer Applicable
	4.D.3	Review transportation options to encourage movement of visitors to and within the community. Specifically review opportunities to enhance visitor transportation through the new Edmonton Metropolitan Transit Services Commission.	M	L	S-M		Ongoing <ul style="list-style-type: none"> • New transit options in place
E. Develop Tourism Sustainably	4.E.1	Encourage the sustainable development of tourism in Stony Plain. This could be accomplished through: <ul style="list-style-type: none"> • Establishing a visitor management system. • Encouraging businesses to implement sustainability standards and practices. • Developing policies and programs to protect critical natural and social assets of the community. • Implementing a broad sustainable destination monitoring program. 	M	M-H	L		Future Consideration
F. Ensure Tourism is Considered	4.F.1	Plan proactively for tourism infrastructure and prominently consider long term tourism development in all planning. As	H	L	Ongoing		Ongoing In progress

Priority Initiatives	Action Items		Priority	Cost	Timeline	Notes	Progress
in all Future Long-Term Planning		part of this proactive planning, the needs of the Town's tourism sector should be brought to the attention of planners during the development of long term strategies across all functional areas, including infrastructure, planning and development, recreation, parks and culture, economic development, social planning, etc.					<ul style="list-style-type: none"> MDP and Old Town Community Plan collaboration
G. Measure Performance	4.G.1	Utilize the attached performance metrics, and other measures as appropriate, to measure performance on an annual basis. Use the data collected during the first year of measurement as a benchmark to compare future results to.	H	L	Ongoing		Ongoing <ul style="list-style-type: none"> Quarterly report (qualitative) Future Consideration <ul style="list-style-type: none"> Quantitative benchmarking and reporting
	4.G.2	Conduct a tourism economic impact assessment to benchmark the financial impact of the local tourism industry for future comparison.	M	H	M		Future Consideration
H. Promote the Community Benefits of Tourism	4.H.1	Communicate and promote the benefits of tourism to the community through a coordinated and well-resourced public relations campaign.	M	M	M		Ongoing
	4.H.2	Commit to formal communication and reporting processes to keep stakeholders and the community apprised of tourism developments (e.g. new business openings, business success stories, economic impact assessment results, etc.).	M	L	Ongoing		In Progress <ul style="list-style-type: none"> Industry portal on ExploreStonyPlain.com in Development Newsletter development
I. Update the Tourism Master Plan	4.I.1	Conduct a formal review and update of the Tourism Master Plan in year 5 of implementation.	M	M-H	L		In Progress

Destination Marketing Fund – Feasibility Report

Purpose

The purpose of this report is to provide a feasibility assessment of establishing a Destination Marketing Fund in the Town of Stony Plain, either as a local initiative or in partnership with regional municipalities.

A Destination Marketing Fund is a visitor-paid fee collected by participating accommodation providers and reinvested into destination marketing and tourism development initiatives. This report explores financial viability, governance and administrative implications, regional partnership options, market readiness, and risk exposure.

Based on financial modeling, exploratory stakeholder consultation, and a review of provincial and regional tourism structures, Administration concludes that a Destination Marketing Fund is not reliably viable under current conditions.

Background

In 2015-2016 the Town, along with other regional municipalities and the organization now known as Explore Edmonton undertook stakeholder engagement with the local hotels to gauge interest in participating in a voluntary regional DMF. At that time, industry support was limited and insufficient to advance the initiative.

During deliberations on the 2024–2026 Corporate Plan, Council directed Administration to investigate a Destination Marketing Fund, as identified as Action I.B.3 in the 2021 Tourism Master Plan. The Tourism Master Plan characterizes exploration of a DMF as a medium-priority, medium-cost, medium-to-long-term initiative. The intent of the action was to assess stakeholder willingness and determine whether a DMF could serve as an additional funding source for tourism development.

In 2024, Administration presented to Council a preliminary report ([see attached](#), May 6, 2024 Governance & Partners Meeting Agenda, page 40-142) outlining:

- how Destination Marketing Funds operate in Alberta
- their voluntary nature
- a high-level revenue estimate
- potential next steps.

This report builds on that foundation and assesses whether implementation could occur without introducing financial, administrative, or reputational risk to the Town or local accommodation providers.

Scope and Methodology

Administration undertook the following steps to further assess the feasibility of a Destination Marketing Fund in Stony Plain or in partnership with regional stakeholders.

- Developed expanded financial models incorporating estimated staffing, governance, trustee, and financial review costs.
- Conducted Tri-Region discussions with Spruce Grove and Parkland County and evaluated both local and Tri-Region implementation scenarios.

- Met with Edmonton Destination Marketing Hotels and Explore Edmonton to explore partnership models where existing structures could manage funds and deliver marketing on Stony Plain's behalf.
- Targeted outreach to local accommodation providers to assess interest in establishing a DMF. As of the date of this report, no responses have been received.
- Reviewed provincial regulatory developments related to Destination Marketing Funds.
- Assessed alignment with existing municipal strategies, budgets, and staffing capacity.

Provincial and Sector Context

Existing DMFs operate on a voluntary basis where both participating businesses and their guests may opt-out of collecting and/or paying the fee (respectively).

As a result:

- Revenue cannot be guaranteed
- Participation levels may fluctuate
- Long-term financial planning is constrained
- Fixed administrative costs exist regardless of revenue volatility.

This regulatory environment limits revenue certainty and increases financial risk.

In February 2026 the Government of Alberta introduced *Bill 16 – the Traveller Protection and Destination Development Act*, which proposes a provincial framework governing the voluntary collection and reinvestment of destination marketing fees. If passed, the legislation would establish consumer protection requirements, governance parameters, and transparency standards for DMFs across the province.

The proposed legislation would require accommodation providers to disclose the full price of overnight accommodation at the time of booking, including any mandatory fees such as a destination marketing fee. If requested by a customer, operators must also explain the purpose of the fee and how the funds are used.

The legislation also proposes that 100% of DMF revenue be reinvested into destination marketing and development initiatives and introduces requirements related to governance, financial oversight, and the designation of a local trustee responsible for managing the funds.

If passed, Bill 16 will come into force on proclamation. A transition period, ending December 31, 2026, would allow existing organizations and operators time to come into compliance, including applying for designation and preparing necessary documentation. The act would apply in full on January 1, 2027, when the transition period ends.

Importantly, the proposed framework maintains that destination marketing fees remain voluntary and industry-led, meaning participation by accommodation providers cannot be mandated by municipalities.

Local Market Assessment

The 2021 Tourism Master Plan identifies:

- approximately 332 fixed-roof accommodation rooms
- average daily rate (ADR) of \$126.28
- average occupancy rate of 55%

No new hotels have been constructed since the completion of the plan.

During the 2015-2016 research local operators indicated that Stony Plain's accommodation market is predominantly workforce-driven rather than leisure-driven. Workforce bookings are typically negotiated in bulk and highly price sensitive. Operators expressed concern that any additional fees could affect long-term corporate bookings.

In markets considered to be a true tourism destination, where accommodation demand is primarily leisure-driven, DMFs are more commonly successful due to lower price sensitivity. The structural characteristics of Stony Plain's accommodation sector therefore limit revenue stability and participation certainty.

Regional Collaboration Assessment

Tri-Region engagement was conducted in 2024 with the municipalities of Spruce Grove and Parkland County to assess whether a regional Destination Marketing Fund was of interest. While there was a general interest in discussion, there was concern that a fund could not achieve sufficient scale. Including regional inventory would increase total rooms to approximately 572. (Note: Regional room inventory was underestimated by 110 rooms in the 2024 report.)

Engagement with Edmonton Destination Marketing Hotels (EDMH) and Explore Edmonton was undertaken in 2025 to explore whether Stony Plain (or the Tri-Region) could participate in the existing, established fund structure, with EDMH acting as the fund administrator and Explore Edmonton delivering the destination marketing. This approach was explored as an alternative to creating a standalone local administrative structure.

EDMH stated that a minimum of 10 participating hotels to justify dedicated marketing investment. As the Tri-Region does not meet this threshold, participation would result in the funds being absorbed into a broader West Edmonton marketing cluster. Under this structure:

- local control would be reduced
- funds would not support Stony Plain/Tri-Region specific initiatives
- return on investment would be measured at a broader cluster level.

This option would not achieve the objective of increasing dedicated local marketing capacity.

Governance and Administrative Requirements

Best practices for Destination Marketing Funds include formal governance structures to ensure that funds are collected, managed, and reinvested transparently on behalf of participating accommodation providers.

Regardless of structure, Destination Marketing Funds typically operate using the following best practices:

- defined governance frameworks
- transparent financial controls
- trustee services
- independent financial reviews
- reporting and compliance oversight

Following current best practices, DMF revenues are held in trust and not absorbed by the municipality/fund administrative body. Based on consultation with industry partners and a review of comparable Destination Marketing Funds operating in Alberta, annual trustee services are usually dependent on transaction volume and financial reporting requirements. An independent third-party financial review of the DMF usage is standard practice to ensure transparency and accountability to the industry participants. This review and reporting would not be absorbed within the Town's annual audit.

Under the assumption that the Town would take the lead on implementing a DMF two implementation models were examined:

- 1) internal administration by the Town
- 2) external administration through a non-profit or industry body

Though these structures differ in form, core cost drivers remain largely the same and administrative complexity does not proportionally decrease at smaller revenue scales. Core functions including stakeholder relations, revenue tracking, financial reconciliation, trustee coordination, reporting, and compliance oversight require consistent dedicated capacity.

If the Fund is externally administered, the Town would need to determine what role, if any, the Town would assume in providing governance and oversight of the Fund.

The governance expectations outlined in the proposed *Traveller Protection and Destination Development Act (Bill 16)* align with current best practice and reinforce the need for dedicated administrative capacity and formal governance structures. For smaller accommodation markets such as Stony Plain, these structural requirements can represent a significant fixed cost relative to the scale of potential revenue generated.

Financial Feasibility Analysis

Financial modeling was conducted using three scenarios (Low, Moderate, Optimistic) at both local and Tri-Region scenarios. Previous research identified a wide range of industry uptake, with some communities achieving participation rates as high as approximately 85% of tourist-class rooms, while others experienced participation as low as 30%. Although participation rates most often cited as being approximately 80%, this figure is largely influenced by the limited number of Destination Marketing Funds in operation, which are predominantly located in established destination markets or larger centres (e.g., Jasper). As a result, reported averages are skewed toward higher participation levels and are not necessarily indicative of expected outcomes in smaller, non-destination markets such as Stony Plain.

To reflect the variability observed across municipalities, participation scenarios of 30%, 50%, and 70% were selected for analysis. Given that Stony Plain has not previously implemented a DMF and

stakeholder interest has historically been limited, the selected participation rates are intended to represent a realistic range of potential outcomes. The 30% scenario reflects a conservative, low-adoption case consistent with minimal industry uptake. The 50% scenario represents a moderate participation level that may be achievable with targeted engagement and demonstrated value. The 70% scenario reflects a higher level of participation should industry support strengthen over time.

Similarly, occupancy rates of 35%, 55%, and 75% were used to model revenue potential under varying market conditions. These ranges are intended to capture the fluctuation between lower-demand periods, typical annual averages, and stronger tourism performance. The 55% occupancy rate reflects the 2019 average for the Edmonton Metropolitan Region, aligning with the data referenced in the Tourism Master Plan.

Together, these assumptions provide a balanced framework to assess potential revenue outcomes under both conservative and optimistic conditions.

Estimated Annual Gross DMF Revenue*

Scenario	# Rooms	Occupancy Rate	Participation Rate	Participating Room Revenue (Annual)	Total Estimated DMF Revenue (Annual)
Low Stony Plain	332	0.35	0.30	\$1,606,770	\$32,135
Moderate Stony Plain	332	0.55	0.50	\$4,208,681	\$84,174
Optimistic Stony Plain	332	0.75	0.70	\$8,033,134	\$160,663
Low Tri-Region	572	0.35	0.30	\$2,767,912	\$55,358
Moderate Tri-Region	572	0.55	0.50	\$7,249,556	\$144,991
Optimistic Tri-Region	572	0.75	0.70	\$13,840,547	\$276,811

* Assumptions

- Average Daily Room Rate (ADR) = \$126.28 as stated in Tourism Master Plan
- Destination Marketing Fund Rate (DMF) = 0.02
- Average Occupancy Rate in EMR = 55%

Estimated Annual Administration Costs*

Cost Component	Low Estimate	High Estimate
Fund Coordinator or External Service Agreement	\$45,000	\$80,000
Benefits and overhead (20-25%)	\$9,000	\$20,000
Trustee and audit services	\$10,000	\$25,000
Governance and reporting support from Town	\$5,000	\$10,000
Total administration cost	\$69,000	\$135,000

* Estimated Annual Administration Costs are assumed to stay static in the presented scenarios however it is likely that as the fund revenues grow the administrative costs would follow exponentially.

Net Funds Available for Marketing

Scenario	Estimated DMF Revenue (Annual)	Estimated Administration Cost (Annual)	Net Marketing Funds
Low Stony Plain	\$32,135	\$69,000 to \$135,000	\$-36,865 to -\$102,865
Moderate Stony Plain	\$84,174	S/A	\$15,174 to -\$50,826
Optimistic Stony Plain	\$160,663	S/A	\$91,663 to \$25,663
Low Tri Region	\$55,358	S/A	\$-13,642 to -\$79,642
Moderate Tri-Region	\$144,991	S/A	\$75,991 to \$9,991
Optimistic Tri-Region	\$276,811	S/A	\$207,811 to \$186,728

The financial modeling demonstrates that financial viability is highly sensitive to occupancy rates, participation levels, and administrative cost structure:

- low occupancy and participation scenarios produce negative net positions, as estimated revenues are insufficient to offset fixed administrative costs
- moderate scenarios produce mixed results, with outcomes ranging from modest surpluses to deficits depending on administrative costs and participation levels
- higher occupancy and participation scenarios generate positive net marketing funds, indicating that a DMF could be financially viable under very positive conditions

The relationship between revenue and fixed administrative costs remains a key constraint, particularly in lower-revenue scenarios where costs consume a significant portion of funds generated. Overall, the modeling indicates that consistent participation and stable performance would be required to sustain meaningful net marketing funds over time

The scale of Stony Plain's accommodation inventory would not generate sufficient net marketing capacity to justify the structural and administrative requirements of implementation. Tourism marketing only becomes effective when it is:

- sustained (not one-off)
- visible in multiple channels
- targeted beyond the immediate local market

For the purposes of this analysis, sufficient net marketing capacity is defined as a minimum annual net revenue in the range of approximately \$150,000–\$200,000. This range reflects the level of investment required to support sustained, multi-channel tourism marketing activities including digital advertising, content development, and targeted regional campaigns while maintaining a reasonable proportion of funds directed toward marketing rather than administration. At funding levels below this range, marketing efforts would be intermittent, limited in reach, and unlikely to meaningfully influence visitation. Based on the modeled scenarios, most of the projected net revenues fall below this threshold. While higher-performing scenarios demonstrate the potential to approach or exceed this range, these outcomes rely on high occupancy and participation levels, which are unguaranteeable.

Conclusion and Recommendation

Advancing a DMF at this time would:

- introduce administrative complexity
- create potential financial exposure
- provide limited incremental marketing capacity
- depend on sustained voluntary participation

As a result, Administration concludes that establishing a Destination Marketing Fund is not reliably viable currently, either locally or through a regional partnership as current conditions do not support the generation of sufficient net marketing capacity to achieve meaningful tourism outcomes.

It is recommended that further development of a Destination Marketing Fund be paused until material changes occur in one or more of the following areas:

- provincial legislation enabling mandatory or standardized destination marketing fees
- significant growth in local or regional accommodation inventory
- demonstrated industry support through contracted participation rates
- availability of an external administrative model that reduces fixed costs



Tourism Master Plan Update

Agenda

1. Background
2. Focus Areas and Goals
3. Progress Update
4. Next Steps



What is the Tourism Master Plan

- 10-Year Framework (2021-2031)
- Tourism development
- Destination management

Our 10-Year Vision

“By 2031, Stony Plain will become fully animated through cultural tourism. The community will have a hip *rurban* vibe and become known as the place to be to engage in enriching cultural tourism experiences.”



Focus Areas and Goals

1. Organizational Development

Goal: Build organizational capacity to support tourism development in Stony Plain

2. Product Development

Goal: Build upon existing assets to develop compelling tourism experiences with broader appeal that will attract visitors to Stony Plain



Focus Areas and Goals

3. Marketing and Promotional Development

Goal: Focus the destination's tourism brand and entice travellers to visit by effectively promoting experiences to receptive target markets

4. Destination Development

Goal: Enhance the capacity of local businesses and tourism stakeholders to transform Stony Plain into a high performing destination that is poised for future growth





Progress

Destination Marketing

- Marketing of tourism-related events, programs, and other town amenities is done through:
 - Destination Guide, Public Art Guide, and Visitor Map
 - Explore Stony Plain
 - Marketing Campaigns
 - Earned Media

Brand Renewal

EXPLORE
Stony Plain



Website

www.explorestonyplain.com

Dedicated Social Media

- [Facebook](#)
- [Instagram](#)

Midsummer Thursdays

- Began in 2021
- Originated as an initiative to activate the downtown core after the downtown revitalization and Covid
- Third Thursday of June, July, and August



Midsummer Thursdays

- Grown to an event with:
 - over 70 vendors
 - 1500-3500 attendees
 - live entertainment, family activities, and more!



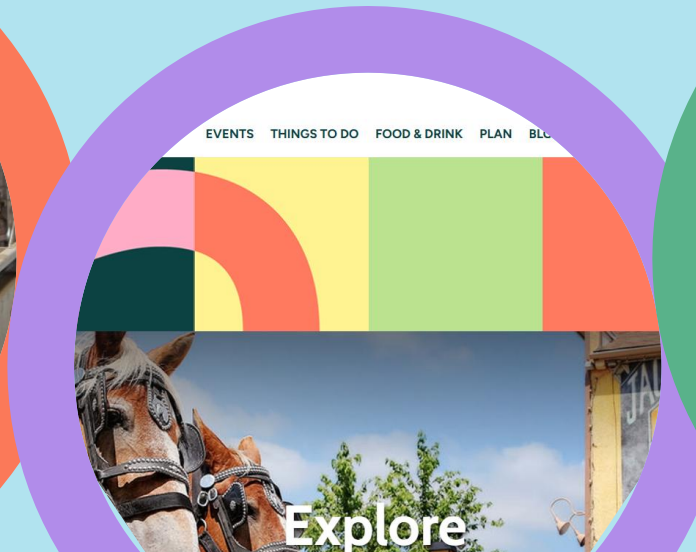
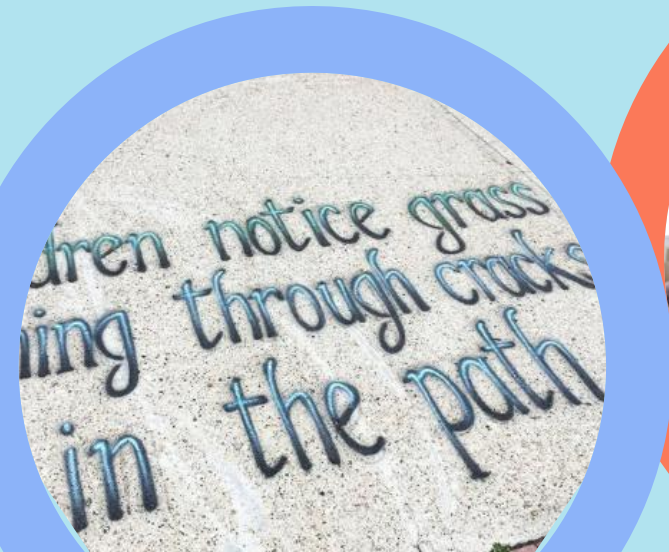
New Tourism Product in Partnership

- Baby Boo
- Lobby Exhibit
- Sidewalk Poetry

What's Next

In Progress

- Industry Portal on ExploreStonyPlain.com
- Inclusion of Tourism as a component of the Business Retention & Expansion project
- Placemaking – Parkland Poets' Society
- Tourism Ambassador Program Rebrand and Launch



Culture and Tourism Master Plan

- New integrated plan focused on Culture and Tourism Development
- Completion in Q1 of 2027



Thank You

END OF ITEM



Council Discussion

Closed Meeting