



2023 - 26

CULTURE & RECREATION SERVICES

Department Business Plan

Department Overview

Culture and Recreation Services supports a thriving and inclusive community through performing and visual arts, history and heritages, community events, promoting an active and healthy lifestyle and supporting our sports and culture community. Our city comes alive with recreational and leisure activities and events and performances that bring people together to enjoy and engage in.

Our goal is to enhance the quality of life of every citizen in our community through recreation and culture. We offer cultural experiences that create a sense of place and pride in the community. Our drop in and registered programs and access to recreational facilities provide opportunities for all ages to stay physically active and maintain healthy lifestyles. We plan programs and services within our facilities in consultation with our user groups and community stakeholders.



CITY OF
FORT SASKATCHEWAN

Last Updated: May 1, 2025



DEPARTMENT GOALS AND INITIATIVES

Focus Area: Recreation Programs and Services							
#	Department Initiative	Strategic Plan Goal Alignment	Funded	Upcoming	3-Year Forecast		
			2023 - 2026 Strategic Plan		Future Strategic Plan		
			2025	2026	2027	2028	2029
1.1	Complete JRC Modernization and operationalize renovated facility	3*					
1.2	Assess swim lesson registration process	3,5					
1.3	Design and build the bike skills park	2					
1.4	Design and build 9-hole disc golf course	2					
1.5	Toursim Hosting Grant Policy / Procedure Update	3,5					
1.6	Community Initiated Project Policy / Procedure Update	3,5					
1.7	Ice Allocation Policy Update	3,5					
1.8	Ice Allocation Policy Update with new arena	3,5					
1.9	Review Town of Bruderheim agreement based on new arena build.	3,5					
1.10	Culture, Recreation and Parks Master Plan Implementation	2,3,5					

Focus Area: Culture Programs and Services							
#	Department Initiative	Strategic Plan Goal Alignment	Funded	Upcoming	3-Year Forecast		
			2023 - 2026 Strategic Plan		Future Strategic Plan		
			2025	2026	2027	2028	2029
Truth and Reconciliation							
2.1	Integrate Indigenous programming at the Fort Heritage Precinct and explore opportunities to promote and celebrate Indigenous culture.	3*					
2.2	Review and integrate Indigenous programming into school programs to align with new curriculum changes	3*					
2.3	Engage Indigenous communities in the [Indigenous Truths and Narratives at Fort Heritage Precinct Site] Project and Cultural Programming Access Project	3*					
Arts							
2.4	Develop public art policy and strategy - Regional Collaboration	3					
2.5	Develop City Art Inventory maintenance and Display program (AIPP, Public Art)	3					
2.6	Explore and recommend options for the water tower mural replacement project	2,3					
Fort Heritage Precinct							
2.7	Create Modified Work Duty Programs at Fort Heritage Precinct	3					
2.8	Align school programs with the updated social studies curriculum	3					
Shell Theatre and Events							
2.9	Capacity and Classification review - FTEs	1,3					



Focus Area: Community Facilities							
#	Department Initiative	Strategic Plan Goal Alignment	Funded	Upcoming	3-Year Forecast		
			2023 - 2026 Strategic Plan		Future Strategic Plan		
			2025	2026	2027	2028	2029
Strategic							
3.1	New Culture, Recreation and Parks Master Plan with support from Public Works (Parks)	3					
3.2	Repurposing Harbour Pool decision and implementation	3					
3.3	Operations of Aquatics Facility at the Dow Centennial Centre	3					
3.4	Utilization of Space Guidelines - Indoor and Outdoor	2					
3.5	Develop Fort Heritage Precinct Museum Five-Year Strategic Plan 2027-2032	3					
3.6	Conduct an accessibility review of the Fort Heritage Precinct site.	2,3					
3.7	Develop and Implement a Historical Artifact Maintenance Plan to ensure long-term preservation and care.	2					
3.8	Integrate Asset Management System at Fort Heritage Precinct	2,3					
3.9	Rebranding of the Fort Heritage Precinct	3					
3.10	Reserve/Lifecycle Update for Dow Centennial Centre, Arenas, Taurus Field	2,5					
3.11	DCC - Facility Maintenance Planning - Long term	2,5					
3.12	Asset Management Collection of Department items	2, 5					
Operational							
3.13	Explore the development of cannon firing demonstrations, assessing feasibility, safety requirements, and potential costs.	3,5					
3.14	Implement recommendations of the FHP site accessibility review	2,3					
3.15	Implement Aquatic Tax Impact Smoothing	3					
3.16	Aquatic detailed design interest	3					
3.17	DCC, Arenas, & Taurus Field Lifecycle	2					
Focus Area: Community Activation and Events							
#	Department Initiative	Strategic Plan Goal Alignment	Funded	Upcoming	3-Year Forecast		
			2023 - 2026 Strategic Plan		Future Strategic Plan		
			2025	2026	2027	2028	2029
Programs							
4.1	Review Recreation Access Program	3,5					
Events							
4.2	Planning for 40th year anniversary of City Status and 150th of establishment of NWMP Fort in 2025	3					
4.3	Host events for Indigenous Peoples Day and National Day for Truth and Reconciliation	3*					
4.4	Enhance lights up	3					
4.5	Co-Hosting 2026 Summer Games Mountain Bike races at West Rivers Edge (Tourism Hosting Grant opportunity).	3					



Focus Area: Department Wide							
#	Department Initiative	Strategic Plan Goal Alignment	Funded	Upcoming	3-Year Forecast		
			2023 - 2026 Strategic Plan		Future Strategic Plan		
			2025	2026	2027	2028	2029
5.1	IntelliManagement Software Review	5					
5.2	Develop a Department Data and Evaluation Framework	5					

Legend:

	Operational Initiative
	One-time Operating Initiative
	Capital Initiative

Strategic Plan Goals:

- 1 - Well-Planned Community and Resilient Economy
- 2 - Strategically Managed Infrastructure
- 3 - Welcoming, Compassionate and Active Community
- 4 - Environmental Stewardship
- 5 - Operational Excellence and Continuous Improvement

*Asterisk denotes a department initiative that is directly linked to a strategic initiative within the 2023 – 2026 Strategic Plan.

