

City of Cranbrook

Parks and Recreation Master Plan



MOUNTAINS OF OPPORTUNITY

CRANBROOK



URBAN
systems

Acknowledgements

Municipal Core Staff Team

Chris New, Director of Leisure Services

Derrick Anderson, Public Works Manager

Carrie MacKenzie-Dale, Administration

Stacy Paulsen, Facility Manager

Jodine Toorenburgh, Programming and Staffing Coordinator

Rob Veg, Senior Planner

Consultants

Urban Systems Ltd.

Gary Young and Associates

Prepared for:

The City of Cranbrook
40 - 10th Avenue South
Cranbrook, B.C., V1C 2M8

Prepared by:

Urban Systems Ltd.
Contact: Catherine Berris, RPP, RLA, FCSLA
cberris@urbansystems.ca
T: 604 235 1701
F: 604 235 1709
urbansystems.ca

File: 0956.0040.01

March 2016

This master plan is prepared for the sole use of the City of Cranbrook. No representations of any kind are made by Urban Systems Ltd. or its employees to any party with whom Urban Systems Ltd. does not have a contract. Copyright 2016.

Contents

Executive Summary	i
1 Introduction	1
1.1 Context and Purpose of Project	1
1.2 Planning Process	2
1.3 Community Input.	3
2 Community Profile and Trends	9
2.1 Community Overview	9
2.2 Parks and Recreation Trends	14
2.3 Benefits of Parks and Recreation	16
2.4 Related City Documents	18
3 Vision for the Future	23
3.1 Guiding Statements	23
4 Goals, Objectives and Recommendations.	27
Goal 1 - Expand the Trail System and Accessibility	28
Goal 2 - Improve and Upgrade Park Amenities	32
Goal 3 - Improve Indoor Recreation Opportunities	42
Goal 4 - Establish and Protect Parks and Natural Areas	60
Goal 5 - Be Financially Accountable	67
Goal 6 - Increase Collaboration	70
5 Implementation Plan	79
5.1 Phasing and Costs.	79
5.2 Next Steps	83

Appendices

Appendix A - Community Survey Summary

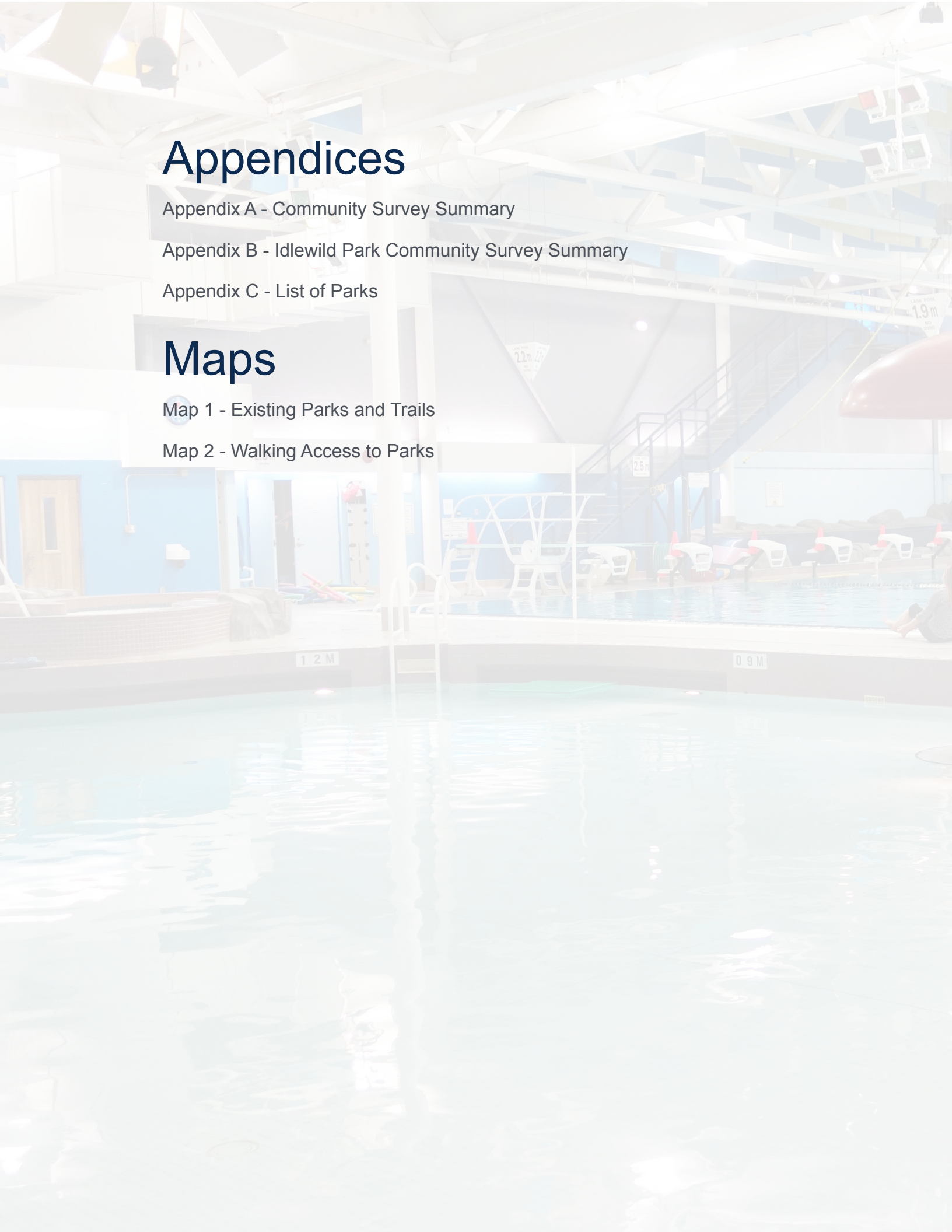
Appendix B - Idlewild Park Community Survey Summary

Appendix C - List of Parks

Maps

Map 1 - Existing Parks and Trails

Map 2 - Walking Access to Parks



Executive Summary

The City of Cranbrook's previous Parks and Recreation Master Plan (PR Master Plan) was completed in 1994 and has exceeded its lifespan. The purpose of this project was to prepare a comprehensive 10-year Parks and Recreation Master Plan to guide City staff and Council on the planning, design and use of parks, trails, recreation facilities, and community programs and services.

The Parks and Recreation (PR) Master Plan is based on the needs and interests of the community, supported by professional analysis and comparisons with population and recreation sector trends. Various methods were used to engage community members in the formation of the PR Master Plan, including visioning workshops, open houses, and a statistically valid community survey.

Values

Expression of the community's values can be an important planning tool, providing clarity about what is important to residents, Council and staff. The values that form the basis for the Parks and Recreation (PR) Master Plan are as follows:

1. Accessible parks and facilities
2. Inclusive in terms of generations and cultures
3. Diversity of activities and fun year-round
4. Affordable for participants
5. Healthy and fit population
6. Financially accountable decision-making
7. Appealing community, beauty, access to nature
8. Sustainable practices based on the future
9. Respect for changing demographics and lifestyles
10. Sense of community, social and mental well-being
11. Cooperation and community spirit
12. Safety, security and cleanliness

Vision

The vision for the Master Plan is a clear statement that flows from the values:

The City of Cranbrook is a place where parks and recreation opportunities are available for everyone, consistent with the financial resources, lifestyle, and natural setting of the community.

6 Big Goals

The following goals are based on input from the focus groups and the community survey. They set the framework for the objectives and recommendations in the PR Master Plan:



Expand the Trail System and Accessibility



Improve and Upgrade Park Amenities



Improve Indoor Recreation Opportunities



Establish and Protect Parks and Natural Areas



Be Financially Accountable



Increase Collaboration

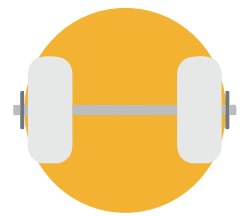


The trails in Cranbrook are the most important parks/recreation feature in terms of participation and priority. Existing trails are highly appreciated. Priorities are to continue expanding the trail system and associated infrastructure.



The diverse park amenities in Cranbrook are well used and appreciated. Some of the amenities are aging and interests are changing. Priorities are to add and upgrade washrooms, to update older parks, and to make parks more diverse and environmentally friendly with features such as natural playgrounds, loop trails, and more seating and gathering spaces.

Cranbrook’s indoor recreation facilities and programs are appreciated by residents. Some of the infrastructure is aging and there are some perceived gaps in the community. Priorities for residents are to reduce certain barriers to participation, to expand program offerings, to upgrade older buildings, and to provide more fitness options and a community hub.



Cranbrook residents appreciate good access to parks and natural areas within and surrounding the City. There are concerns about insufficient parkland and environmental protection in some locations. Priorities are to provide good access to parkland in all parts of the City, to protect and enhance environmental resources, and to raise awareness about the importance of the natural environment.



The City prides itself on good fiscal management and the Master Plan needs to reflect the available resources. Prior to expanding facilities, the existing amenities need to be maintained and managed responsibly. Cranbrook does have significant potential to increase its role as an outdoor recreation destination, and this could help to leverage more resources in the future.



The City benefits from collaboration and partnerships with other organizations and community groups. By working together, there are opportunities to increase benefits to the community.



The Implementation Plan provides a summary of the recommendations in the Master Plan, with their priority, phasing and relative costs (**Figure 5.1**). The Implementation Strategy should be reviewed and updated annually along with a review of progress towards achieving objectives.

The Master Plan is intended to cover a 10-year timeframe. Certain changes in the City could trigger a need to revisit the plan in less than 10 years, e.g., growth slows down or growth exceeds expectations. The critical factor in implementing the Master Plan is to remain committed to the vision, goals, and objectives in all aspects of parks and recreation service delivery.



1 Introduction

1.1 Context and Purpose of Project

Context

The City of Cranbrook is located on the west side of the Kootenay River at the foot of the Rocky Mountains (**Figure 1.1**). As the largest population centre in southeast BC, Cranbrook is the principal centre for commerce, industry, government, education, health care, air transportation, goods and services within the region. The City is also noted for its flourishing community of arts and athletic interest groups, organizations and events.

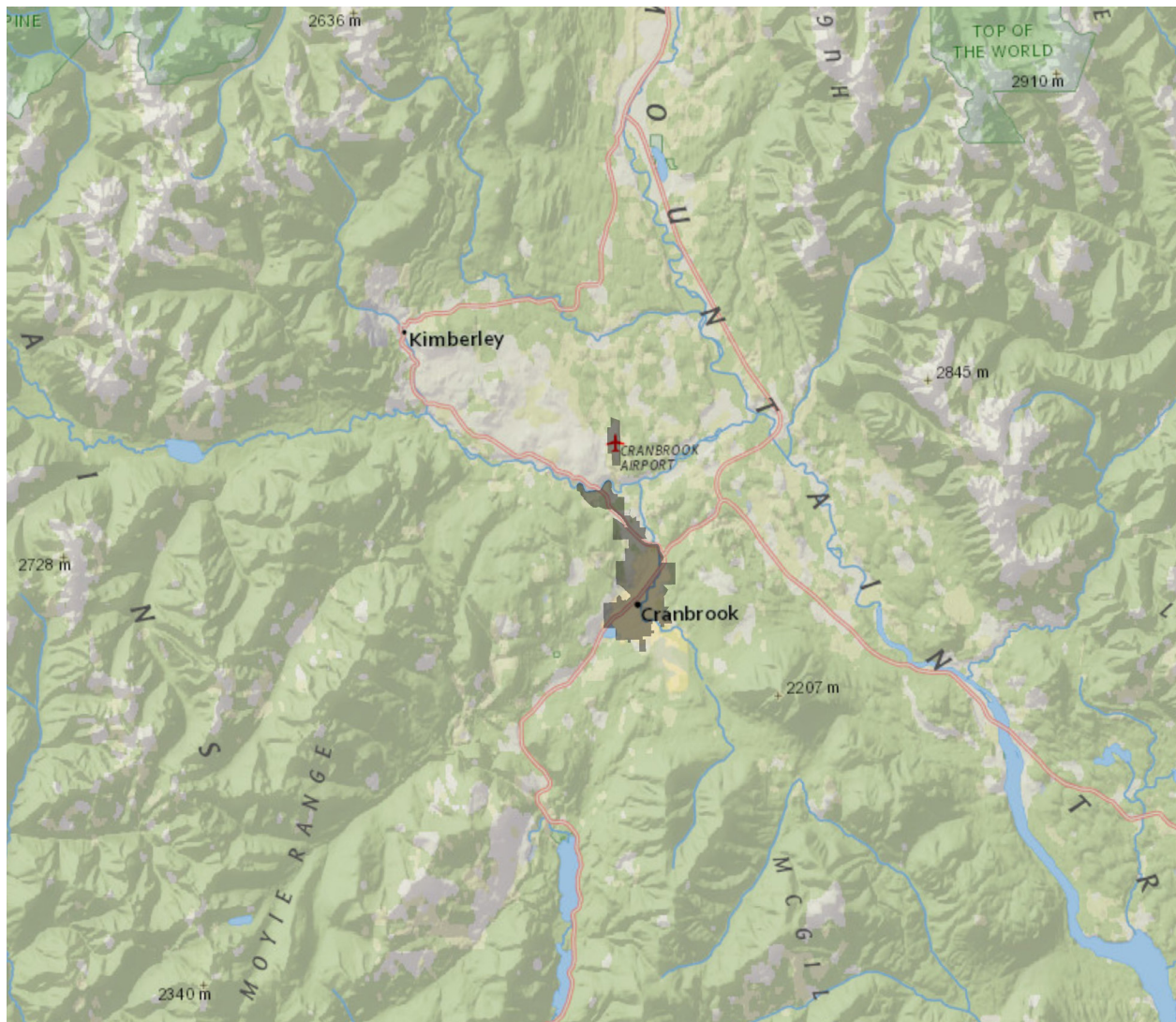


Figure 1.1: Location Map



Cranbrook's Official Community Plan (OCP) envisions moderate increases in residential density within the City and more efficient use of the City's existing land base and infrastructure as part of working towards a more sustainable Cranbrook. Some of the key phrases in the vision for Cranbrook in the OCP include the following:

- » striking natural setting
- » enviable lifestyle within a safe urban environment
- » wealth of opportunity for individual wellness, education and prosperity
- » growth is balanced with sustainability principles
- » rich cultural fabric

The City of Cranbrook's previous Parks and Recreation Master Plan (PR Master Plan) was completed in 1994 and has exceeded its lifespan. Many of the recommendations of that plan have been accomplished, including construction of the Rotary Way Cycle Walk Trail and the Western Financial Place Arena and Aquatic Centre. Since the 1990s, the City has experienced changing demographics, and needs and opportunities for parks and recreation have evolved.

Project Purpose

The purpose of this project was to prepare a comprehensive 10-year Parks and Recreation Master Plan to guide City staff and Council on the planning, design and use of parks, trails, recreation facilities, and community programs and services.

1.2 Planning Process

The Parks and Recreation (PR) Master Plan is based on the needs and interests of the community, supported by professional analysis and comparisons with population and recreation sector trends. Various methods were used to engage community members in the formation of the PR Master Plan. The following is a summary of the engagement methods (**Figure 1.2**):

- » Communications materials regarding the project were distributed in April 2015, including a press release to the local (radio and newspapers), emails/phone calls to invite interest groups, information on the City website, and word-of-mouth.
- » A community survey to a random sample of the population was conducted from April to May, 2015.

- » Visioning workshops were conducted with nine different focus groups. Two of these workshops were for the general public, held in conjunction with an open house, in May, 2015.
- » A public open house and displays were held to present and request input on the draft PR Master Plan on November 25 and 26, 2015.

In addition to the above, notices were posted on the City's website, and the public was invited to send letters or emails at any time throughout the process.

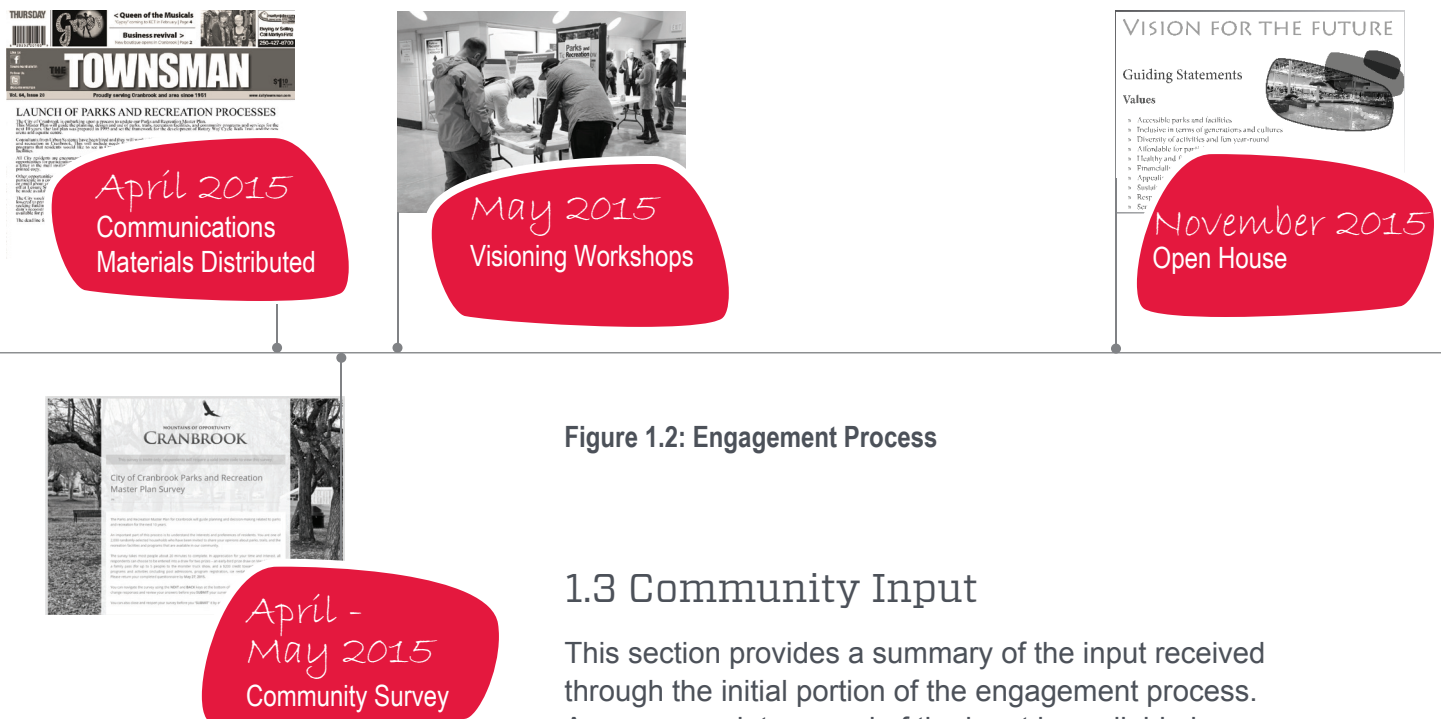


Figure 1.2: Engagement Process

1.3 Community Input

This section provides a summary of the input received through the initial portion of the engagement process. A more complete record of the input is available in **Appendix A**, and the full survey summary is available from the City.

Community Survey

The community survey provides a broad overview of existing use, satisfaction and needs related to parks and recreation among the entire community, obtaining input from a broad spectrum of residents, including those who do not typically attend meetings. In response to an invitation to participate that was sent to a random sample of residents, 344 surveys were submitted, and 317 of those were fully completed. For questions related to participation, respondents were asked to answer for any member of their household.

The following are the highlights of the findings of the community survey:

- » Cranbrook residents are very active in outdoor recreation. The top three outdoor activities were walking/hiking/jogging for exercise or recreation (83% of households had someone participate in this within the past year¹), attending a festival or special event in a park (74%), and biking on a path, trails or road (62%). More than 60% of those who indicated a household member having walked/hiked/jogged for exercise or recreation or walked a dog(s), did so more than three times a week on average.
- » The survey results showed high satisfaction for outdoor recreation. Paths and trails for walking close to home, long trails or loop trails for long walks or rides, maintenance of parks, natural parkland, outdoor areas for social and cultural gatherings or festivals, maintenance of trails, and outdoor festivals and events all had satisfaction ratings of 89% or more and dissatisfaction ratings of 11% or less among respondents to the questions. Public washrooms were the only item for which satisfaction (51%) was close to dissatisfaction (49%). Dissatisfaction was also significant for picnic facilities such as picnic shelters (32% dissatisfied) and places to walk dogs (24% dissatisfied).
- » The most common comments related to outdoor recreation satisfaction level were a need for more and better park amenities (e.g., washrooms, picnic tables, benches) and improved maintenance, especially of washrooms.
- » Respondents were asked to indicate their first, second, and third choice for improvements to outdoor recreation. Thirty-eight percent (38%) of those who responded to this question said their first priority is more and/or better paths or trails. About 23% of respondents indicated that outdoor parks and recreation amenities are sufficient or fine as they are. Another 17% of respondents said they are unsure of their priorities for outdoor recreation improvements. Of those who indicated that outdoor parks and recreation amenities are currently sufficient, 62% of the households do not own a dog(s) and 84% do not have dependent children living at home.
- » Fewer than 30% of survey households participated in any City recreation program. The highest participation was in skating programs (29%) and swim lessons (24%). More than half of households with children living at home participated in skating programs and swimming lessons. On average 90% of households without children said they have not taken part in the programs.
- » Satisfaction rates for programs were high among those participating, with satisfaction the highest for swim lessons (98% of those responding). Skating programs were also rated high, with 92% very or somewhat satisfied and 8% very or somewhat dissatisfied. It is important to note that for each of the nine programs and activities listed, on average 243 respondents (76%) said they have no experience and could not rate the item.
- » Respondents were asked whether they believe there are any age groups for which programs are insufficient or lacking. A high number of respondents (69%) said they were not sure. Of those responding, 27% (23 respondents) said adults 30 to 59 have insufficient

1 Read all responses like this unless indicated otherwise.

programming, and 24% of those responding (and 58% of respondents with children between 13 and 18 years old) said there is insufficient programming for youth aged 13 to 18.

- » In terms of use of indoor recreation facilities, 50% of households who provided a response to this question visited the aquatic centre at Western Financial Place, with only slightly fewer using the walking concourse (41%) and ice arena (38%) at that facility.
- » The aquatic centre at Western Financial Place received the highest satisfaction rating (85% of those responding to this question). The walking concourse and ice arena at that facility were also rated high in terms of satisfaction when compared to dissatisfaction. For five of the nine indoor recreation facilities listed (Memorial Arena, Kinsmen Arena, other parts of Western Financial Place, curling, and racquet/ squash court), on average 216 respondents (68%) said they have no experience and could not rate the item.
- » Respondents were asked to indicate their first, second, and third choice for improvements to indoor recreation. Thirty-seven percent (44 respondents) of those who responded to this question said their first priority is more and/or better indoor recreation facilities. Ninety-one (91) respondents (26%) indicated that indoor recreation facilities are sufficient or fine as they are, and 102 respondents (30%) said they did not know their priorities for indoor recreation improvements.
- » The most common comments on priorities for indoor recreation facilities were to increase activities/programming for all age groups (28 comments) and to provide an indoor fitness facility (equipment and classes) (23 comments).
- » Over half of those who provided a response to a question about awareness said they feel well or adequately informed about indoor and outdoor recreation opportunities (64%), and about 34% do not feel informed. The printed version of the recreation guide was the most popular communication option for 73% of survey respondents.

Focus Groups

Focus groups provide qualitative input that allows for in-depth insights, complementing the results of the community survey. The focus group input was used in the formation of the values, vision, goals and recommendations of the PR Master Plan. The following are the key perspectives of these groups on strengths and challenges related to parks and recreation in the City.

Input from focus groups on the values, vision and goals and recommendations are integrated into sections 3 and 4 of this document. The workshop with Council included specific direction to keep the Master Plan modest. Council indicated that the City needs to know how to manage current amenities, considering their respective lifespans. While it may be useful to have a wish list to implement should financial circumstances change, the City is not currently in a position to take on major new expenditures.



Strengths Related to Parks

- » Diversity of parks distributed throughout most of the City
- » Trails, especially Rotary Way, Rails to Trails and bike trails
- » Quality and quantity of sports fields
- » Natural areas and trees , especially Idlewild Park, Elizabeth Lake, Community Forest, Joseph Creek
- » Availability of winter activities, especially Balment, Idlewild, Baker outdoor rinks
- » Sports fields, especially Moir Park and Kinsmen quads
- » Kids in Parks programs
- » Tennis court improvements
- » Rotary Club contribution to maintenance
- » Public produce garden
- » Outdoor fitness equipment
- » Skate park and bike park
- » Water park, accessible playgrounds
- » Access to college track
- » Cleanliness, pesticide-free

Challenges Related to Parks

- » Outdated and insufficient washrooms, bleachers, fences, benches, lighting
- » Outdated playgrounds and other amenities at some parks, including bike racks, benches, accessibility of trails, not enough shade trees
- » Some underdeveloped and unused parks
- » Not enough connecting trails, access to community forest
- » Playground lacking in Southview and Park Royal Parks
- » Operations and maintenance, including trails, washrooms, playgrounds, plowing in winter, management of invasive plants, public works staff don't always understand sports needs
- » Dogs on sports fields



- » Process of booking fields
- » Poor tennis court conditions at Kinsmen and Gyro
- » Lack of a dog park
- » Skate park outdated and not large enough

Strengths Related to Indoor Recreation

- » Variety of recreation opportunities
- » WFP aquatic centre, rink, courts, walking track, WHL team
- » Memorial and Kinsmen Arenas – free skate
- » Programs, especially at WFP – baby swim
- » Financial assistance programs for those in need
- » Staff are helpful and friendly
- » Curling rink



Challenges Related to Indoor Recreation

- » No municipal gym or fitness centre
- » No community centre with auditorium/hall, classrooms, multiuse facility, tennis, soccer, lacrosse
- » Upkeep, operations and maintenance – not enough resources to keep up
- » High costs, including ice at WFP, swimming, programs, facility rental
- » Limited viewing area at pool
- » Limited ice time availability for public skate or rentals, no public skating at WFP
- » Lack of enforcement of codes of conduct in dressing rooms
- » Limited access to school gyms for single events
- » Arena dressing rooms are too small for teams at all arenas
- » Difficult to find childcare
- » No youth centre
- » Programs lacking in variety, ages
- » Not enough coordination with other jurisdictions, college, community engagement



2 Community Profile and Trends

2.1 Community Overview

This section describes the key population trends and demographic factors that are anticipated to influence the future parks and recreation needs of Cranbrook residents. Data sources include Statistics Canada, BC Stats, and the City of Cranbrook. The overview focuses on the City as a whole, as there is minimal available data at the neighbourhood level.

Cranbrook's population in 2015 is estimated to be 20,260. The population has experienced both gains and declines over that past 35 years (**Figure 2.1**). Overall, the City's population has increased by an annual average of 1% since 1979.

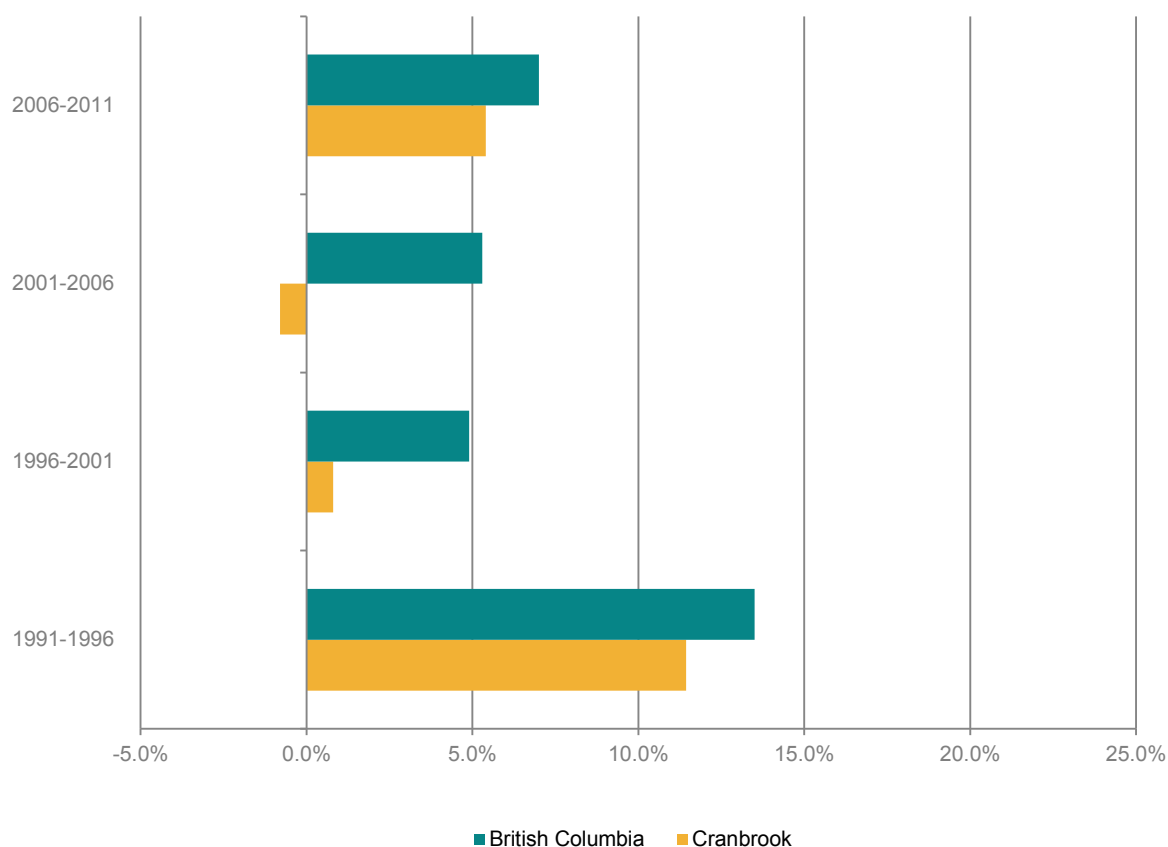


Figure 2.1: Population Growth % Change – Cranbrook and British Columbia, 1991 – 2011

Source: City of Cranbrook, BC Stats

Population Projections

Population projections are based on past population trends and current population characteristics. Though not an exact science, population projections are an essential tool to guide decision-making about the future needs of a community. Population projections from the 2010 Growth Management Study (GMS) for the City of Cranbrook considered three potential growth rates, and predicted the population increasing at an annual rate of about 1.2% (**Figure 2.2**). Whereas this growth rate is higher than the City's historic rate of 1.0%, the study anticipates that awareness of Cranbrook's desirability as a place of residence will increase as more people learn of the stellar scenic, recreational, and lifestyle values of the community. Should the annual population increase at a rate of about 1.2%, the population will reach approximately 22,830 by 2025, an addition of 2,570 new residents.

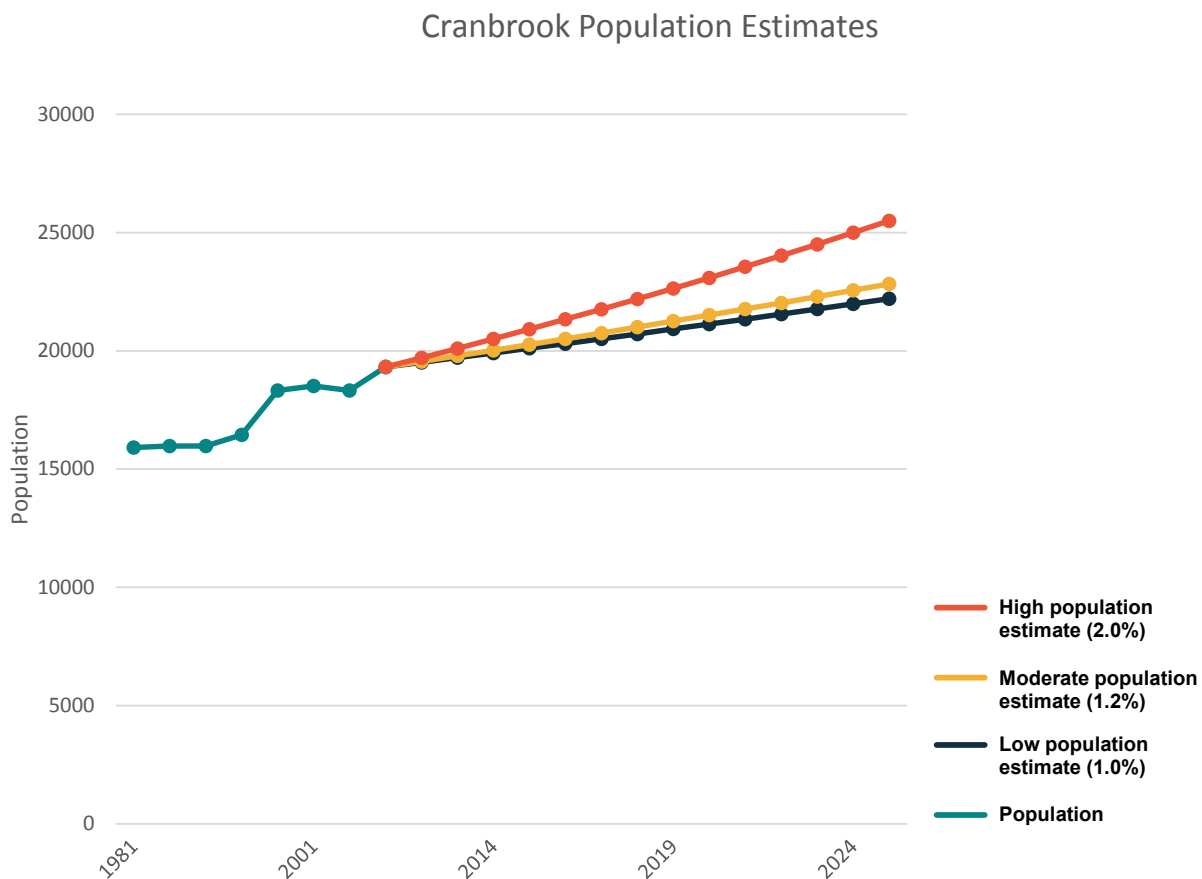


Figure 2.2: Population Projections – Cranbrook, 1981 – 2035

Source: 1981-2001 population data from Growth Management Study 2006 p.12;
2006-2011 population data from Statistics Canada

Age Distribution and Gender

Cranbrook's population has been steadily aging over the past 15 years. Since 2001, the number of residents aged 65 and over has increased significantly, comprising 17.9% of the City's total population in 2011, up from 11.9% in 2001 (**Figures 2.3 and 2.4**).

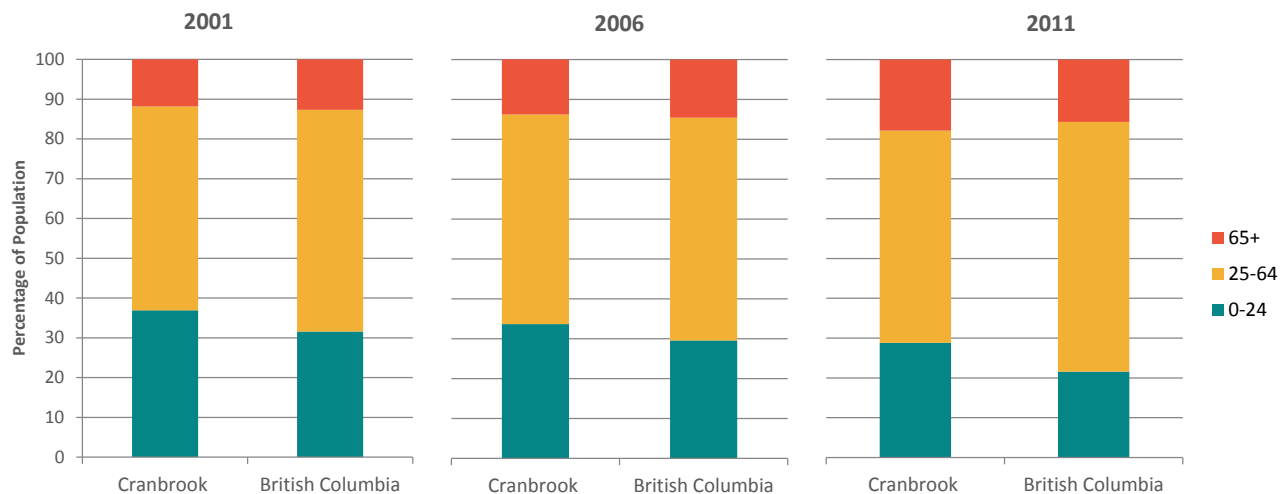


Figure 2.3: Cranbrook and British Columbia Age Distribution 2001 -2011

Source: Statistics Canada



Figure 2.4: Cranbrook Age Distribution, 2006, 2011

Source: Statistics Canada

Housing and Households

Single-detached houses are the primary housing form in Cranbrook, forming 70% of the dwellings (National Householder Survey, 2011). Apartments with less than five storeys are the second-most common housing type, at 12% of dwellings. Movable dwellings (7%), semi-detached houses and row houses (both at about 4%) form most of the remainder of the dwellings.

The following are some key characteristics of household composition in Cranbrook:

- » Since 2006, the average family size has decreased from 3.0 to 2.7 people (British Columbia – 2.9 to 2.5)
- » In 2011 household sizes were as follows: one-person households 28%; two-person households 39.3%; three or more-person households 32.7%
- » In 2011, 43% of couple families had children
- » In 2011, children and youth up to 19 years of age comprised 23.3% of the population
- » In 2001 there were 7,525 dwellings and in 2011 there were 8,140

Employment and Income

As of 2011, there were 13,180 employed residents in Cranbrook. Occupations in sales, administration and trades (including industrial, electrical and construction) accounted for the greatest share of employment (17.8%). The top industries include retail trade, health care and social assistance, and accommodation and food services.

From 2006 to 2010, median household incomes in Cranbrook increased by 52% from \$46,862 (per 2006 census) to \$71,489 (per 2011 NHS). Despite this increase, the proportion of residents who spend more than 30% of their pre-tax income on shelter rose from 56% (14% of owner households and 42% of renters) in 2006 to 67.5% in 2011 (19.1% of owner households and 48.4% of renters).



Ethnic Diversity

The population of visible minorities was 2% in 2006 and 2.6% in 2011. The larger share of the visible minority population is Chinese, at 17.3% of the total visible minority population.

Demographic Implications for Master Plan

The following are the key demographic trends that are relevant to the Master Plan:

- » The significantly increasing numbers of those 60 and over will make it important to have programs for older adults, and also to recognize the importance of age-friendly design of parks, trails and recreation facilities, recognizing that the baby boomers are far more active than previous generations at similar ages
- » The large numbers of children and youth will require continued focus on these age groups in terms of facilities and programming
- » The very significant number of households living with low housing affordability is an important indicator related to costs of recreation services and access to financial support for recreation



2.2 Parks and Recreation Trends

Trends provide insight into potential opportunities and challenges in the parks and recreation system. In the past few decades, there have been significant changes in parks and recreation interests, amount and use of leisure time, and activity choices. The following is a brief list of trends that are relevant to the City of Cranbrook, based on parks and recreation literature and best practices, combined with input from community engagement and review of the demographics in Cranbrook.

Common Trends Also Seen in Cranbrook

The following trends are common to many North American communities, including Cranbrook:

- » Varied work and leisure schedules find people seeking recreation at different times of the day
- » Shift in demand from structured to informal, self-directed activities
- » More diverse activities continually emerging, e.g., various types of biking, skateboarding
- » Changing preferences in recreation activities, e.g., trail uses, yoga
- » Incorporation of lifestyle and wellness into daily routines
- » Interest in easy access to a wide variety of recreation opportunities close to home
- » More focus on accommodating people with all ages and ranges of ability
- » Increasing focus on the interests and needs of seniors
- » Growing importance of dog walking and provision of increasing numbers and types facilities to support off-leash dog activities
- » Increasing amount and types of urban agriculture
- » Decreasing participation in some team sports including hockey and baseball
- » Trend towards providing amenities and spaces for youth
- » Youth physical inactivity epidemic
- » Interest in environmental stewardship and adaptation to climate change



- » Aging infrastructure
- » Highly variable consumer interests
- » Efforts to partner with others, including schools

Cranbrook Trends

The following trends are unique to Cranbrook, though they may occur in other locations as well:

- » High interest and participation in outdoor recreation year-round
- » Focus on financial accountability, not spending beyond the community's means
- » Significant investments in support of field sports
- » Significant interest in family-oriented opportunities
- » Increasing population of residents with financial challenges

Common Trends Not Seen in Cranbrook

The following trends are beginning to be seen in Cranbrook, but they are not developed to the degree seen in some other locations:

- » Focus on delivering benefits
- » New recreation/community centres with community "hubs", common spaces with healthy food service that serve as social meeting and gathering areas
- » Integrated solutions involving multiple services, ages and skill levels
- » Family-centred activities
- » Connections between health and recreation
- » Expanded use of technology
- » Flexible program times and formats





2.3 Benefits of Parks and Recreation

Numerous national, provincial and municipal organizations have been engaged in research regarding the benefits of parks and recreation. The “benefits” approach is a highly effective framework for planning and promoting services because it emphasizes that there are both direct and indirect benefits to the community from investing in parks, recreation and cultural facilities, programs, activities and special events.

The direct benefits accrue to those who participate in terms of healthy and active lifestyles, social and family connections, positive behaviours, a sense of competence, and disease prevention, among others. There are indirect benefits to the community as a whole, even for those who do not participate. This stems from the enhanced vibrancy of the community, strengthened social fabric, healthier business community, more employment opportunities, more local goods to be purchased, and enhanced tourism assets.

Active people lead healthier lives and have stronger connections to their communities. A powerful case exists that investment in recreation infrastructure is a preventative approach to health and social well-being that offsets spending on reactive infrastructure such as hospitals and correctional institutions.

At the national level, the Canadian Parks and Recreation Association (CPRA) has an online resource that collects data to support the following eight benefits of parks and recreation (www.benefitshub.ca). The Leisure Information Network updates the benefits information on behalf of CPRA. This resource identifies that the work and services provided through parks and recreation:

1. Are essential to personal health and well-being
2. Provide the key to balanced human development
3. Provide a foundation for quality of life
4. Reduce self-destructive and anti-social behaviour
5. Build strong families and healthy communities
6. Reduce health care, social service and police/justice costs
7. Are a significant economic generator

8. Provide green spaces that are essential to environmental and ecological well-being, for the survival of natural species, the environmental responsibility and stewardship by humans and creating a sense of place

The benefits of parks and recreation also fit within the framework of sustainability. The following are some examples of this:

Economic Benefits of Parks and Recreation

- » Increased property values
- » Increased viability of adjacent commercial areas
- » Attraction of residents and businesses to the community
- » Contribution to tourism opportunities
- » Reduced costs in criminal justice and health care systems
- » Recreation, fitness, sport, arts, culture, parks, and open spaces are significant employment generators

Social Benefits of Parks and Recreation

- » Contribution to community pride and identity
- » Stronger social networks and community connectedness
- » Physical, psychological and spiritual health and well-being
- » Support for play as a critical element in learning and child development
- » Connecting people with nature, which has proven health benefits
- » Development of community leaders

Personal Benefits of Parks and Recreation

- » Helps extend life expectancy (active living, sport, fitness)
- » Contributes to mental health and well-being
- » Reduces obesity, resulting in many health benefits
- » Enhances overall physical and emotional health and improves quality of life
- » Combats diabetes and osteoporosis and helps reduce risk of coronary heart disease
- » Contributes to academic success and provides exceptional opportunities for lifelong learning





Environmental Benefits of Parks and Recreation

- » Protection of habitat, biodiversity and ecological integrity in parks and open space
- » Opportunities for environmental education and stewardship
- » Pollution abatement and cooling of air and water, mostly from trees and soil
- » Rainwater management
- » Climate change adaptation, including mitigation of extreme weather events

2.4 Related City Documents

The following documents, presented in order of date with the most recent first, provide the key elements of the municipal context for the PR Master Plan. This is not to suggest that other policies, bylaws, strategies and plans are not also important.

Healthy Communities Initiative, 2015

In 2013, the City partnered with Interior Health as part of the Healthy Communities Initiative and formed a Wellness and Heritage Committee. Through this partnership, the City accepted the following three community health priorities:

- » Providing accessible recreation opportunities to promote lifelong active living
- » promoting education and awareness, to inform the community of the variety of health, wellness and support services available to them
- » Supporting food security and local food production initiatives



Local Health Area Profile, 2013

The Local Health Area Profile provides an overview of the Cranbrook Local Health Area (LHA) population. The report reflects the principle that health is not determined solely by medical care, but by a range of individual and population, social and economic factors. Following this framework, the report covers the topics of population health, health and social status, health system performance, home and community care, and health behaviour. Statistics that can be used as indicators over time are provided for each of these topics.

Integrated Community Sustainability Plan, 2011

The Integrated Community Sustainability Plan (ICSP) defines sustainability as it relates to Cranbrook. The “Natural and Built Environment” section, one of four core pillars, prioritizes the protection and enhancement of parks and natural areas, maintaining the quality and quantity of natural resources, and wise investments in infrastructure and future community form. The plan is organized around “8 Big Ideas”, several of which emphasize the importance of conservation, water, outdoor recreation, and trails and pathways.

Cultural Plan for Arts and Heritage, 2009

The Cranbrook Cultural Plan for Arts and Heritage takes stock of the City’s heritage assets and sets future direction for cultural sector. The Cultural Plan identifies civic facilities that have previously hosted cultural events and recommends how these uses can be expanded. The facilities include Moir Centennial Athletic Park, Rotary Park and Spirit Square, Idlewild Park, Western Financial Place, and the Cranbrook Curling Club.

Official Community Plan, 2006

The Official Community Plan (OCP) sets out a vision for Cranbrook that emphasizes the important role played by parks, recreation and the natural environment in the long-term viability of the community. Many of the OCP's core themes highlight parks and recreation. The theme of "community image" calls for beautification through landscaping and increased parks/open green space. Cycling, walking and running on the community's off-street pathways is highlighted under "movement systems and connections". This theme also describes how multi-modal transportation options are available for the purposes of both recreation and commerce.

Policies in the OCP establish guidance for the planning of municipal parks and recreation facilities. One policy recommends the preparation of a Parks and Recreation Master Plan that considers the current location, amount, and type of parks and facilities; the need to upgrade existing parks; and the future use and development of designated but undeveloped park land. Other policies relate to establishing new parks, the enhancement of natural open space, trail connections, access to water, the urban forest program, and the regional trail system.



Cycle/Walk Master Plan and Revisions, 2006

The revised Cycle/Walk Plan lays out the City's long-term plan for a pathway system that provides a convenient, readily accessible, low cost, multi-purpose facility within the City. These pathways promote Cranbrook as a community contributing to a healthy environment and a place for active living. The Cycle/Walk pathway system is intended to provide active transportation routes offering neighbourhood connections and linking residents to commercial areas, schools, recreational areas and facilities. The pathway system will also enhance the convenience, appeal and safety of cycling and walking. Relevant policy recommendations in the Plan include taking parkland instead of cash in lieu in new developments and finding creative partnerships with developers, property owners and corporations to secure parkland and pathway routes.

Parks and Recreation Master Plan, 1994

The 1994 Parks and Recreation Master Plan identified the park and recreation needs of Cranbrook residents at the time it was written. The plan assigned priorities to projects and services along with a strategy to meet those needs based on available financial resources. Some key issues included the need for a comprehensive network of trails, aging indoor recreation facilities, City leadership in the coordination and delivery of services, and effective partnerships between the City and other agencies.





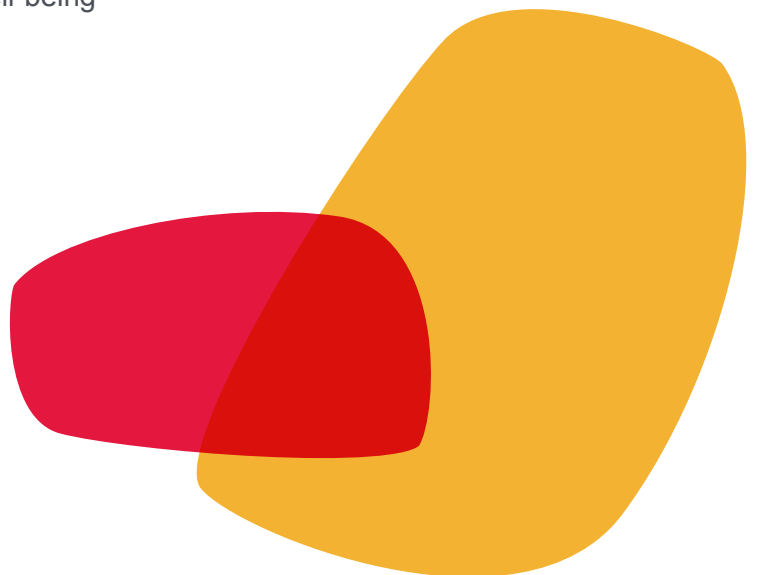
3 Vision for the Future

3.1 Guiding Statements

Values

Expression of the community's values can be an important planning tool, providing clarity about what is important to residents, Council and staff. The values that form the basis for the Parks and Recreation (PR) Master Plan were generated from input received at the focus group workshops, and are as follows:

1. Accessible parks and facilities
2. Inclusive in terms of generations and cultures
3. Diversity of activities and fun year-round
4. Affordable for participants
5. Healthy and fit population
6. Financially accountable decision-making
7. Appealing community, beauty, access to nature
8. Sustainable practices based on the future
9. Respect for changing demographics and lifestyles
10. Sense of community, social and mental well-being
11. Cooperation and community spirit
12. Safety, security and cleanliness



Vision

The vision for the Master Plan is a clear statement that flows from the values:

The City of Cranbrook is a place where parks and recreation opportunities are available for everyone, consistent with the financial resources, lifestyle, and natural setting of the community.

6 Big Goals

The following goals are based on input from the focus groups and the community survey. They set the framework for the objectives and recommendations in the PR Master Plan:



Expand the Trail System and Accessibility



Improve and Upgrade Park Amenities



Improve Indoor Recreation Opportunities



Establish and Protect Parks and Natural Areas



Be Financially Accountable



Increase Collaboration





City of Cranbrook

Leisure Services



4 Goals, Objectives and Recommendations

This section includes the objectives and recommendations that expand upon the 6 Big Goals, along with context information and community input where applicable.

It is understood that the City is already pursuing actions that comply with many of the recommendations in this master plan. For that reason “continue to” is typically not included at the front of the recommendations.

The goals, objectives and recommendations are presented for the consideration of Council and staff based on community input, and they provide a guide for future budgeting and decision-making. Even once the Master Plan is adopted, there is nothing that binds the City to implement the recommendations in this Master Plan.

The format is as follows:

Goal 1. Expand the Trail System and Accessibility

Objective

- 1.4 Provide a connected and accessible trail system that links parks, recreation/community centres, schools and other key destinations.

Recommendation

- a. Expand the multi-use trail system to link existing trails with each other and to key destinations, with the following as top priority connections:



Goal 1

Expand the Trail System and Accessibility

- 1.1 Provide a connected and accessible trail system that provides loops and links parks, recreation/community centres, schools and other key destinations per the Proposed Cycle/Walk Pathway System Concept (2006)
 - a. Expand the multi-use trail system with the following as top priority connections per community input to the PR Master Plan:
 - Rotary Way extension to Confederation Park, with a connection past Rotary Park to the Museum of Rail Travel
 - Rotary Way and NorthStar Rails to Trails connections to Moir Centennial Park
 - Rotary Way connection to NorthStar Rails to Trails further south
 - Continue to take advantage of other pathway sections through street work
 - Identify and complete priority bikeways that link from the south to downtown, e.g., 14th or 7th Avenue
 - b. In expanding trails, consider active transportation as a whole and integrate trails with on-street bikeways through the City and to points beyond
 - c. Work with other jurisdictions and organizations on planning a regional trail network that links with City trails
- 1.2 Improve the trail system quality and infrastructure to increase visitor comfort and safety
 - a. Improve the accessibility of older trails through surface repair and universal design of trail entries in collaboration with community organizations, e.g., Rotary Club
 - b. Provide additional infrastructure along trails to allow for resting and appreciation of the surroundings, including way-finding, interpretive and regulatory signs and maps; benches, waste bins
 - c. Establish standards for design of on-street bikeways
- 1.3 Explore opportunities to expand transit service to Moir Centennial Park for evening sports

Context

Cranbrook has some excellent multi-use trails, of which the following are the highlights:

- » NorthStar Rails to Trails - a 25 km non-vehicular commuting and recreational trail between Kimberley and Cranbrook, of which 4.5 km is in Cranbrook (with an extension of 1.4 km proposed). The trail passes between pine forests with spectacular mountain and river views. Built on a decommissioned rail bed, the trail offers walking, jogging, cycling, roller-blading, skateboarding, and wheelchair access in spring/summer, and cross-country skiing in the winter. It is a draw for tourists and an active transportation and recreation corridor for residents
- » Rotary Way (Cycle/Walk Trail) – a 9.8 km paved trail system in Cranbrook that can accommodate a variety of non- vehicular forms of transportation including walking, cycling, rollerblading and jogging for residents and visitors. The Rotary Way path goes through Baker Park, Kinsmen Greenbelt, and Kinsmen Quads

Within and near Cranbrook, there are other trails in parks and protected areas that are important assets for the community. Most of these are nature trails, and they are in the following locations:

- » Cranbrook Community Forest
- » Confederation Park (Elizabeth Lake)
- » Idlewild Park
- » Isadore Canyon - several kilometres of trail on an old railway bed to the east of Cranbrook

Multiple types of paths and trails help to form a network for pedestrian, cycling and other non-vehicular uses. These types, as outlined in the Cycle Walk Master Plan (1998) are as follows:

- » Bikeways (on-street)
- » Sidewalks
- » Pathways (off-street)
- » Trails (off-street)
- » Routes

The key cycle/walk pathways identified in the Cycle/Walk Pathway System Concept (2006) include Joseph Creek, Victoria Avenue, Eastern Perimeter, Northern Perimeter, Southern Perimeter,



The trails in Cranbrook are the most important parks/recreation feature in terms of participation and priority. Existing trails are highly appreciated. Priorities are to continue expanding the trail system and associated infrastructure.

Western Perimeter, Promenade, and a number of connectors. In implementing this plan, the City has been constructing small sections of pathways as opportunities arise during street work, resulting in a number of fragmented sections. Incorporating trail development within street work has saved costs; however, this has resulted in long time periods without work on the pathway network. Based to community input, some proactive implementation of key routes would be a major benefit.

OCP Policies

The OCP outlines Cranbrook's commitment to maintain ongoing communication and cooperation with user and services groups with respect to extension, enhancement and maintenance of the City's off-street cycle/walk pathway system. The OCP also calls for connections and extensions to the cycle/walk trail system as part of proposed new developments. A tree-planting program is to be implemented along roads that form part of the cycle/walk path trail system.

Community Survey Input

Walking/hiking/jogging for exercise or recreation is the top recreation activity in Cranbrook. More and/or better paths or trails is the top priority for improvements to parks and recreation in the City.

Rotary Way was used by 72% of households over the past year and NorthStar Rails to Trails by 65% of households. The purposes for use are fitness/exercise (75%), recreation (74%), walking dogs (41%), and commuting (7%).

Paths and trails for walking close to home received the highest satisfaction rating of all outdoor activities with 72% very (42%) to somewhat (30%) satisfied. Long trails or loop trails for long walks or rides and maintenance of parks also received high satisfaction ratings, with 70% and 69% (respectively) very to somewhat satisfied.

Community requests for additional and improved trails focused on the following routes:

- » Complete Rotary Way trail connectors, particularly connections from the south to downtown
- » Connect NorthStar Rails to Trails and Rotary Way to Moir Centennial Park
- » Coordinate the linking of City trails with trails to other regional destinations, e.g., Jim Smith Lake, Isadore Canyon through Mayook to Wardner





Goal 2

Improve and Upgrade Park Amenities

2.1 Design and improve the quality and character of parks for all abilities, ages and interests, and in recognition of their importance as places for social gatherings and relaxation as well as recreation

- a. Improve accessibility to and within parks through universal design, considering loop trails where possible

For trails within parks that do not support high levels of use, well compacted crushed granular material is a suitable choice as it drains well and can be fairly accessible if installed properly. If or when use increases, asphalt can be added to the surface.

- b. Plan large and small outdoor gathering spaces as part of new and upgraded parks
- c. Provide more trees in parks
- d. Meet cultural needs and interests in parks as they arise
- e. Enhance community food security and social connectedness through more urban agriculture in parks based on community interest

- » **Universal Design** involves designing spaces so that they can be used by the widest range of people possible. Universal Design evolved from Accessible Design, a design process that addresses the needs of people with disabilities. Universal Design goes further by recognizing that there is a wide spectrum of human abilities. Everyone, even the most able-bodied person, passes through childhood, periods of temporary illness, injury and old age. By designing for this human diversity, we can create things that will be easier for all people to use. Universal Design makes places safer, easier and more convenient for everyone

Gathering space is defined as a location where two or more groups of people can comfortably socialize. A minimum size gathering space is two benches arranged to facilitate interaction. Other types of gathering spaces could be larger groups of benches and/or picnic tables, a plaza, or a covered park shelter.

2.2 Consider the following needs for new and upgraded amenities in parks as part of park planning, design and budgeting:

- a. Provide new washrooms and upgrade existing washrooms
- b. Upgrade play areas as needed based on a cycle of about 15 to 20 years, and include diverse play opportunities such as natural playgrounds in the upgrades
- c. Provide some covered use areas to provide shade, e.g., playgrounds, picnic spaces, in major new park projects
- d. Provide some designated dog off-leash areas, ideally within a 10 minute walk for most residents
- e. Provide multi-sport courts, including a court with boards that can be used for lacrosse and as an outdoor rink
- f. Monitor tennis use to determine if more courts will be needed in the future
- g. Improve identification, wayfinding, regulatory and interpretive signs to make parks easier to find, with more information available
- h. Provide more year-round access to washrooms
- i. Provide play amenities and seating/gathering areas at destination parks in parts of the City that lack community and neighbourhood parks
- j. Provide amenities in undeveloped parks including engagement with neighbourhood residents
- k. Encourage the School District to design school sites with park-like qualities, especially in neighbourhoods with less access to parks

2.3 Undertake the following park planning, design and construction projects.

Destination Parks

Balment Park

- » Prepare a park Master Plan with community input, consider a more complete youth park, multi-sport court, more trees, benches, pathway loops; and potentially an informal, unfenced dog off-leash area
- » Collaborate with user groups on the maintenance of the bike skills park



The diverse park amenities in Cranbrook are well used and appreciated. Some of the amenities are aging and interests are changing. Priorities are to add and upgrade washrooms, to update older parks, and to make parks more diverse and environmentally friendly with features such as natural playgrounds, loop trails, and more seating and gathering spaces.



Confederation Park

- » Work with user groups on the funding and coordination of potential improvements, e.g., upgrade batting cage, grandstand, storage, fences, field quality and other amenities as needed, add trees, consider improving the parking lot layout to reduce the amount of gravel and to increase green space, maintain warning tracks
- » Continue working with Rocky Mountain Naturalists on improvements to the nature appreciation amenities at Elizabeth Lake, and restoring habitat and the trails at the south end of the lake

Idlewild Park

- » Prepare a park Master Plan with community input, considering the input from the Idlewild community survey (June 2015) (**Appendix B**), which showed the following as desired improvements, listed in order of priority: trails, fitness circuit, improved accessibility, dog off-leash area, beach use area, wildlife viewing platforms, amphitheatre upgrades, bike racks; participants in the Parks and Recreation Master Plan also indicated interest in more play areas, including a natural play area at Idlewild Park

Kinsmen Quads

- » Repair fences and other infrastructure as needed, and maintain warning tracks
- » Prepare a Master Plan for improvements to the park outside of the ball diamonds, in collaboration with stakeholders and the community, potentially including trees, benches, play equipment/features, through pathways, dog off-leash area, shade structure

Lionsview Bob Willis Park

- » Consider the north portion of Lionsview Bob Willis Park as a potential location for a dog off-leash area, with a fence separating it from the water park

Moir Centennial Athletic Park

- » Expand the park as demand increases, consider a perimeter trail, more trees, and more storage for sports, another access from the road network plus parking when

south portion of the park is developed

Community Parks

Baker Park

- » Add more trees and native plants along the riparian area of Joseph Creek

Highland Park

- » Protect the natural values, recognizing that this park is close to play areas at Highlands School and multiple opportunities at Idlewild Park

Kinsmen Greenbelt

- » Consider a neighbourhood-level dog off-leash area, replace the tennis courts with a multi-sport court with boards, so it can also be used for lacrosse and as an outdoor rink, pickleball is another option for this park as part of the multi-sport court or separately

Rotary Park

- » Prepare a park Master Plan with community input, consider replacement of some outdated features, pathways and spaces to help integrate park amenities, seating at the play area
- » Upgrade washrooms

Neighbourhood Parks

ACT Park

- » Add vegetation to expand the riparian character, path and benches, natural play environment, pedestrian bridge with trail connection from school to Balment Park

Gyro Park

- » Upgrade the layout and amenities, considering resurfacing courts to two tennis and two, three or four pickleball courts (depending on the potential for expanding the surface area), new play equipment/features, benches, a gathering space, shade structure,



and a looping, compacted gravel path system

- » Upgrade washrooms

McKinnon Rotary Park

- » Consider washrooms and a new playground depending on demand associated with the public produce garden

Pop Price Park

- » Prepare a Park Master Plan with community input considering new play equipment, a through pathway, dog off-leash area, community garden, and an outdoor ice surface, as highlighted in the Slaterville Neighbourhood Plan

Southview Park

- » Work with neighbours to identify the features to be included in this park when it is developed, likely some play equipment/features, benches, path; and potentially an informal, unfenced dog off-leash area

27A Avenue Tot Park

- » Work with neighbours to identify improvements, and to decide if the park should include new play equipment, or just green space with a through pathway

Other

Community Forest

- » Work with other jurisdictions to improve staging areas, signage (interpretive, wayfinding and regulatory), and trail system layout and use designations

2.4 Consider regulations to protect the quality of park amenities and to promote health

- a. Update the park use bylaw to disallow dogs on sports fields and work with sports groups, dog walkers and community groups to help enforce this regulation





- » **Natural playgrounds** are spaces formed mostly with natural materials such as earth forms, trees, shrubs, logs, sand and rocks. The intent is to bring children and people back to nature and to offer a wide range of open-ended play options that that inspire creativity and imagination

Context

Playgrounds and Spray Parks

Cranbrook has play equipment at most of its destination, community and neighbourhood parks. The equipment is typically scaled to the size and use of the park. The play equipment ranges from older to newer. There is no formal replacement cycle. There are two popular spray parks, at Rotary and Kinsmen Parks.

Outdoor Fitness Equipment

There is outdoor fitness equipment, a “Senior Fitness” Area, at Balment Park. An older exercise circuit at Idlewild Park has been decommissioned.

Sports Fields

Cranbrook has a number of sports fields and ball diamonds in parks that are used for community sports (**Figure 4.1**). Because of the recent increase in fields, the existing fields have significant capacity for additional use, and no new fields will be required within the

time frame of the PR Master Plan. There is potential to add lights to increase capacity at Moir Centennial Athletic Park prior to building new fields. The City no longer uses school fields for community use.

Field	Fall/Winter Use	Spring/Summer Use	Comments
Moir Centennial Athletic Park	5 soccer fields - 1 booking/field/week	4 Slopitch - 1 booking Monday and Wednesday evenings 5 soccer (1 also football) – 1 – 2 bookings/field Monday to Thursday; 4 fields - 1 weekend day	
Confederation Park		Big Confed - Bandits and Minor Ball – 1-2 bookings Monday to Friay; some weekend use Little Confed – 1 booking Monday to Thursday, 4 hours Saturday	Groups do their own booking and much of the maintenance
Lionsview Park	Soccer	Youth Soccer – 2 evenings/week	
Kinsmen Quads	4 Baseball	Minor Ball and Slopitch – 2 bookings Monday to Thursday evenings	
Kinsmen Greenbelt		Youth Soccer – 3 evenings/week	
College of the Rockies	Football, track, rugby		

Figure 4.1: Sports Fields

Moir Centennial Athletic Park has the City's newest sports fields, as well as a clubhouse, and they are meeting the demands in terms of quantity of fields. The park is only about half developed, so there is capacity to meet sports field needs for many years. The park is also used for sledding in winter. Some concerns with the park include insufficient parking and storage, only one exit, no lit fields, and issues with drainage on the lower fields

The City has relatively new booking procedures for sports fields. The schedule for the use of fields is usually consistent year to year, and previous users have first choice for field times.

Outdoor Courts

The City previously had 10 tennis courts, but four of them at Mt. Baker Senior High School were closed due to their condition. The City has rebuilt those four courts in partnership with the school. There are also three courts at Gyro Park that require resurfacing. Three tennis courts at Kinsmen Greenbelt are closed due to their condition.

Tennis in general has seen declining participation in most communities. If two of the tennis courts at Gyro Park are resurfaced, this will give the City six high-quality courts, which may meet the demand for tennis in Cranbrook over the next five years at least. The only way to know this will be to monitor the use of these courts.

Pickleball is a relatively new sport that is seeing significant growth in BC. While it is played by all age groups, it is particularly popular among older adults. A dedicated pickleball facility would be a significant asset to the community.

The City has two outdoor basketball courts at McKinnon Rotary Park. There are no multi-purpose sports courts in the City. These are common in other communities as they can support basketball, roller blading/roller hockey, ball hockey, tricycle use by tots, and other uses. Most are fenced, and some have boards so they can be used as lacrosse boxes, and ice rinks in winter.

Picnic Shelters and Structures

There are covered shelters that can be used for picnics in Gyro Park, Idlewild Park, Lionsview Park at the Kinsmen Splash Pad, and Generations Playground at Balment Park. There is also a timber frame pergola at the Cranbrook Public Produce Garden. Shelters and structures are appreciated in the community and picnicking is popular.

Skateboard and BMX/Bike Skills Park

A skateboard park and BMX/bike skills park at Balment Park are targeted towards youth. The bike skills park has been suffering from insufficient maintenance. There may be opportunities to address this in collaboration with user groups, as the park was initially built with the understanding that the local bike society and youth would take care of it. If necessary, the City could provide support to the group.

Dog Off-Leash Area

Cranbrook does not currently have a dog off-leash area, and dogs are required to be on-leash in the City. A local business stocks dog bag dispensers with bags purchased by the City. A concern is the use of sports fields for off-leash dogs. The City has also received numerous complaints about dogs and dog waste around playgrounds.

The City of Cranbrook is initiating a policy that includes dog runs (designated fenced areas where dogs are allowed to be off-leash while under the verbal control of their handlers) and dog off-leash



areas (designated unfenced areas where dogs are allowed to be off-leash while under the verbal control of their handlers). A dog off-leash area has been proposed at the site of Muriel Baxter Elementary School; this school is currently closed, but the site could be used as an elementary school again in the future.

Dog ownership is increasing in most urban communities, and it provides many social and health benefits to people. There is a trend towards providing different types of dog off-leash areas within communities, including destination dog parks, off-leash trails, open unfenced grass areas, smaller fenced parks or exercise areas, and small dog relief areas near multi-unit buildings. Some communities provide dog off-leash areas that parallel parks, i.e., at city, community and neighbourhood levels. Due to the number of people who walk dogs, places to walk dogs off-leash would ideally be located within walking distance from most residents. There are multiple parks in Cranbrook with the potential to accommodate small dog off-leash areas.

Urban Agriculture

As more people live in cities, there is an increased importance to strengthen the connections between people and their food systems. With rising food prices, climate change and environmental degradation, it is important to create resilient, bioregional food systems that are fully integrated within the planning, design, function, and economy of communities. Urban agriculture is one way to accomplish that.

Cranbrook currently has one community produce garden on public land run by the Cranbrook Food Action Committee. Located at McKinnon Rotary Park, the garden began in 2012 through a partnership with the City of Cranbrook and funding from the Union of BC Municipalities, Columbia Basin Trust, and Cranbrook Rotary Club. In 2013, the Cranbrook Food Action Committee set three-year goals, which include program development and delivery linking local gardens to the kitchen, the development of a public produce garden model and mid-week Farmer's Market in Kimberley, and a commercial-grade community kitchen in Cranbrook. The Cranbrook Community Garden is another garden on church land that is open to the public.

Urban Agriculture encompasses a wide range of sustainable food-producing activities within urban areas. These can include community gardens, community-based food production sites, community kitchen programs, shared harvesting on private land, food share programs, and farmers' markets.



Other Outdoor Amenities

There is an 18-hole disc golf course through a forested area that spans college land and McLeary Park. The Cranbrook Disc Golf Club helps to manage the course, and it is well used. Disc golf is not mentioned in the City's recreation guide.

The City has four outdoor rinks, two popular lit rinks at Baker Park and two at Idlewild Park.

There is a space used as an equestrian exhibition grounds at Idlewild Park.

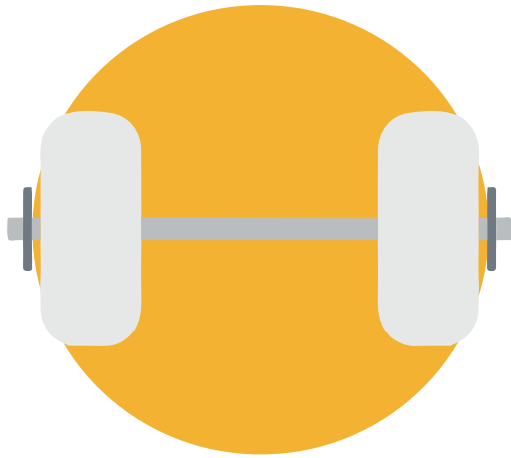
Community Survey Input

Participation by households in activities related to parks is as follows: visit a park for informal activities (58%), visit a playground (53%), attend an organized picnic or private event in a park (51%), walk dog(s) (48%), visit a water spray park (38%), go tobogganing or sledding (38%), ice skate at an outdoor rink (29%), play sports on outdoor fields (29%), exercise on a fitness circuit (20%), play disc golf (18%), outdoor tennis (15%), use BMX/bike skills park (10%), skateboard (6%), and community or public produce garden (5%).

Satisfaction with outdoor recreation is generally high, with the highest number of ratings for parks and trails for walking close to home (89% very to somewhat satisfied of those answering question – read all the same way), long trails or loop trails for long walks or rides (95%), maintenance of parks (90% satisfaction), natural parkland (92% satisfaction), and outdoor areas for social and cultural gatherings or events (95% satisfaction). Public washrooms had the highest score for dissatisfaction (49% very to somewhat dissatisfied of those answering the question) followed by picnic facilities such as picnic shelters (32% dissatisfaction) and places to walk dogs (24% dissatisfaction).

Many specific requests for park amenities were provided, with the top ones being more and better washrooms, picnic tables, and benches, followed by play equipment, tennis courts, and off-leash dog areas.





Goal 3

Improve Indoor Recreation Opportunities

- 3.1 Maintain, upgrade and modify existing facilities to better serve community needs and aspirations, and to extend the lifespan of these assets
- a. Conduct a structural assessment of Kinsmen Arena to identify its lifespan and potential upgrades needed to extend its lifespan with these upgrades
 - b. Pending a positive result to the structural assessment and if ice use continues to decline, consider repurposing Kinsmen Arena to a year-round facility with a broad range of uses, potentially including the following:
 - Gymnasium
 - Gathering space
 - Youth space (could be shared with others with youth access at set times)
 - Fitness facility
 - Multi-purpose program rooms
 - Upgrade HVAC system
 - Consider an addition to expand dressing rooms
 - c. Conduct a building assessment of Memorial Arena to identify potential upgrades, and to identify its lifespan with these upgrades, considering the following requests from the public:
 - Improve accessibility to and within the facility based on universal design
 - Upgrade heating and cooling system
 - Upgrade the sound system
 - Upgrade ice maintainer

- d. Conduct a building assessment of WFP to identify potential upgrades, considering the following requests from the public:
 - Consider pool upgrades to expand the viewing area and to enable hosting of swim meets
 - Consider design measures to enable the lobby space to be more of a community hub
 - e. Work with the curling club to maximize use of the facility by the community
- 3.2 Explore opportunities to provide access to some of the indoor amenities identified as gaps in the community.
- a. Explore opportunities, potentially in collaboration with other public or private partners, to provide a community hall/large meeting space in the City
 - b. Explore opportunities, potentially in collaboration with other public or private partners, to provide additional indoor sports facilities, potentially including an indoor soccer field, fitness facility, more squash courts
 - c. Request an annual report from the Curling Club on community use of the facility and the potential for increasing that use
- 3.3 Improve the maintenance of facilities so this will not be a deterrent to use
- a. Implement a complete annual 'spring cleaning' program in the facilities with a focus on change rooms and washrooms
 - b. Establish regular inspections and action plans to address issues noted by the public
 - c. Implement monthly team objectives related to seasons and activities
 - d. Measure customer satisfaction with maintenance
 - e. Work with private concessionaires to improve cleanliness in and around the eating venues and include cleanliness standards in future contracts



Cranbrook's indoor recreation facilities and programs are appreciated by residents. Some of the infrastructure is aging and there are some perceived gaps in the community. Priorities for residents are to reduce certain barriers to participation, to expand program offerings, to upgrade older buildings, and to provide more fitness options and a community hub.



3.4 Reduce barriers to indoor recreation participation

- a. Establish a policy for fees and charges that includes the following considerations:
 - Principles for setting fees and charges (see page 54)
 - Regular cross-checking of fees with comparable communities
 - Review of costs for public swim, indoor recreation drop-ins and user group rentals compared to other communities
 - One set of fees and charges that applies to the Memorial and WFP ice sheets
- b. Increase hours of operation of recreation facilities
 - Open public swim earlier when schools are closed
- c. Establish on-line registration for programs
- d. Encourage food service providers at WFP to offer healthy and affordable food choices and to operate when the facility is open
 - Include this in future contracts for food services

3.5 Expand programs to meet the needs of a diverse range of residents

- a. Coordinate program offerings with others in the community who offer programs, potentially with a meeting twice annually. Consider the following requests related to City programs:
 - Establish rehabilitation programs in partnership with Interior Community Health to assist individuals regain health and become regular active users
 - Provide programs for all age groups, with a special focus on children up to 10, youth, young adults, older adults (baby boomers), and seniors
 - Provide family-centred programs with offerings for multiple family members at the same time, including child care
 - Continually modify programs based on registrations, demographic changes, trends and evolving interests
 - Design programs to be inclusive of diverse social groups, and those with a wide range of abilities and interests

- Expand programs and services to include people with varying schedules, considering daily, weekly and seasonal use patterns, and multiple drop-in opportunities
- Include recreation opportunities that promote active living / wellness
- Increase programs and events that showcase community music/talent in the summer
- Expand the City's role in collaborating with and supporting the Boys and Girls Club and the School District to increase services and marketing for youth
- Conduct an organizational review of recreation to determine the staffing levels/ activities needed to expand programs based on best practices

Context

Western Financial Place

The City's premier recreation facility, Western Financial Place (WFP), was originally constructed in 2000. It contains the following amenities:

- » Administration offices for the City of Cranbrook Leisure Services Department
- » Ice Pad - NHL sized, 4,265 seating capacity with ice, 200 more as standing room, the concert set-up will support approximately 2600 plus 750 on the floor
- » Aquatic facility - 8 lane 25m lap pool with diving board, wave pool, water slide, hot tub, steam and sauna rooms
- » Squash/racquetball court
- » Box office/ticket sales
- » Two small meeting rooms
- » Coyote Jack's food services open before, during and after events
- » Shivers Sugar Factory concession



WFP is the home rink to the Western Hockey League's Kootenay Ice. The rink is also used for minor hockey, figure skating and rentals to groups. Junior hockey provides significant social meeting and community celebration opportunities. The team generally uses prime time for practices, as well as non-prime time on game days. Junior hockey contributes to the facility and more importantly to the local economy. The allocation of facility time must be constantly measured against these benefits to ensure maximum return for the public investment.

With a dry floor, the arena space is used as a premiere entertainment centre and has hosted major events such as Tragically Hip, ZZ Top, Riverdance, Randy Travis, Alice Cooper, Larry the Cable Guy, Johnny Reid, Dwight Yoakam and Bob Dylan. It is also used to host graduation and other special events in the community. These events provide for community gatherings and also provide significant revenues to the facility.

When WFP first opened, there was a health care office that since moved to a dedicated facility. There is an opportunity for a fitness facility in the same space; however, the City prefers to support private business and would likely lease the space to a private operator rather than running it.

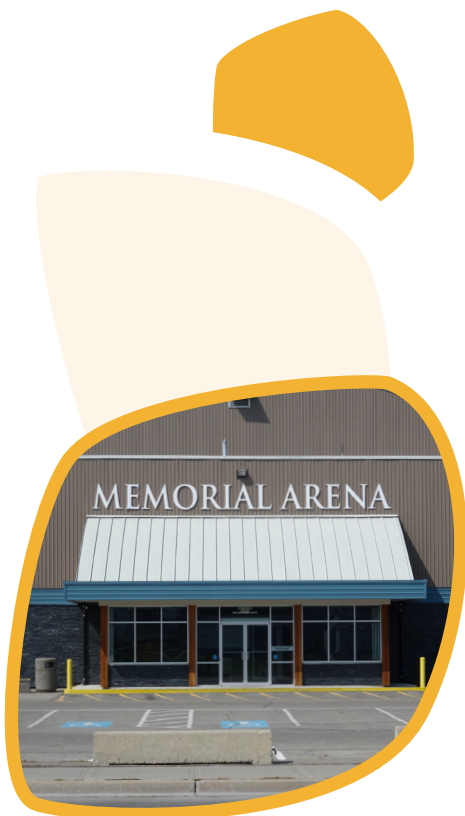
Walking around the concourse is a popular activity. The City has sold 2,000 cards that provide access through a secure door.

Kinsmen Arena

Founded in 1950, Kinsmen Arena has one sheet of ice open seasonally from October 1 to mid-March. The arena offers public skating, skating lessons and ice hockey programs. The Kin Club of Cranbrook pays for three weekly public skating sessions.

Memorial Arena

Founded in 1950, Memorial Arena has one sheet of ice open seasonally from September 1 to March 31 (sometimes to the end of April depending on demand). The arena, which had a significant upgrade in 2010, offers public skating, skating lessons and ice hockey programs.



Facility Analysis

While some of the City's facilities are well used, e.g. Western Financial Place, others are not used to their capacity. Kinsmen and Memorial arenas are costing a net of approximately \$230,000 to operate. The recovery rate on these two arenas is about 53% which would be considered acceptable in comparison to other communities.

Three ice sheets for a population under 23,000 (the projection for 2025) is far beyond a typical supply. Only 29% of the population make use of the ice, per the community survey, and the number of participants in the organized sports is declining, which is in keeping with national and provincial trends as well as the demographics of Cranbrook. Bookings by user groups are also declining, likely in part because of the significant increase in rental charges.

The three ice arena programs could potentially be compacted into two facilities. This could become challenging due to the WHL schedule and the use of Western Financial Place as a regional entertainment centre; however, some efficiencies could possibly be achieved through measures such as having two minor hockey teams practicing at the same time (an option that is better for the players and the coaches). The summer programs and activities could also be redirected into two facilities. Kinsmen has limited hockey program potential due to its smaller size. This arena is now over 60 years old and given the recent capital improvements to Memorial, it would appear that Kinsmen could be removed from the ice rink inventory depending on future ice use.

It would be prudent to have the building structure reviewed. If Kinsmen can be repurposed there are numerous spaces that could be added to increase program opportunities and associated revenues at a reasonable cost. This would be in keeping with the demand for more indoor gathering spaces and program rooms. Operations costs may decrease due to less energy consumption.

Cranbrook Curling Club

The Cranbrook Curling Club facility was built in the early 1970s and is located behind Western Financial Place. It features eight sheets (though in recent years only six are used) with a full lounge on the upper level, which is available for rental year-round for public and private functions. The club manages the facility through an operating agreement with the City, and offers leagues for seniors, men, women, and juniors along with a drop-in night for anyone to learn the game. The facility serves about 9% of the population for diverse uses (not just curling) per the community survey. It is in need of some significant upgrades.



Because the curling facility is operated independently, it is not subject to recommendations within this Master Plan. However, given that the building is owned by the taxpayers and that the city provides an operating grant and staff support, the club should be accountable for the operations which could take the form of an annual report. The curling club facility should be guided by the values and benefits identified in this Master Plan, therefore the facility should be available for community programming at times not committed to club activities.

Facility Maintenance and Operations

In the community survey and focus groups, concerns were expressed about the cleanliness of the buildings, particularly the privately operated concessions and the aquatic centre. Perceived building cleanliness can have a significant impact on program and activity attendance. Once a client leaves because of a lack of cleanliness, it is extremely difficult to bring the person back. Regulations require the presence of maintenance staff in arenas and pools during all operating hours. The 'behind the scenes' maintenance program is also essential to operations. In view of public perceptions, the maintenance program needs to be revised to improve customer satisfaction.

Recreation Programs

The City of Cranbrook offers programs at their facilities and in a number of public schools. A limited number and type of programs are offered by the City, and numerous other groups offer complementary programs, which can sometimes be in competition with City programs. For example, the Figure Skating Club took over learn-to-skate programs, and churches, clubs and camps are increasing their program offerings.

The following are examples of the City's programs:

- » Summer Kids Camp
- » Child Safety: Kidproof programs including At Home Alone and Babysitters Training
- » Children Sports: Indoor and outdoor soccer, basketball
- » Theatre: Tickle Trunk
- » Summer Skateboard Camp
- » Dog Bite Prevention
- » Art Classes



- » Guitar Lessons
- » Golf: Junior SNAG, Short Game Magic, Golf FUNdamentals 101, Girls at Wildstone, Junior Summer Camp
- » Adult Fitness: Mom and Baby Boot camp, Mountain Bike Mamas, Zumba and Seniors' Weight Training
- » Aquatics Courses: Senior "fun"ctional fitness, Shallow and Deep Aquafit, Joint mobility, Deepwater running, Swimming and lifeguard courses
- » Mountain Biking
- » Swimming Lessons
- » Skating programs (public skating/tot skate)
- » Adult general interest programs: Dog Obedience, Photography, Cake Decorating, National Coaching Certification Program (NCCP)

The City's programs are listed in the seasonal Program Guide, which is available in hard copy and online as a pdf. There is no online registration for programs; however, there is online ticketing for events. The City has been challenged to find qualified instructors and the turn-over rate is high. A closer tie with the College of the Rockies could produce a greater number of qualified instructors.

Recreation Program Analysis

The public identified the quantity and quality of programs as priorities that require attention. The limited programming can be attributed to the small programming staff of one programmer and one aquatic coordinator, plus limited space for offering programs. According to the community survey, only 10% of households without children had someone attend a program in the past year, and 30% of households with children had someone attend.

General recreation programs have the following characteristics:

- » Designed to appeal to a broad range of local residents
- » Focus on specific age groups
- » Do not require specialized space, instructors, or equipment
- » Can provide an entry point for more advanced classes offered by other service providers
- » Designed to deal with identified barriers



These programs should be cost neutral and would increase community participation. The following information provides some analysis and best practices to assist in responding to identified gaps in services.

Fitness Programs

Fitness, health and lifestyle programming have seen a large upsurge in recent years in most communities across Canada, linked to a general interest in living healthier lifestyles. The benefits of these programs include increased life expectancy, reduced risk of disease, healthy weight, stress reduction, and overall improved quality of life.

The private sector is well established in this market and provides quality services to certain client groups, particularly those who have larger disposable incomes. Given that these businesses are also part of the community, it is important not to be in direct competition; rather the public sector should provide a different service aimed at markets not being accommodated by private operators. In Cranbrook, there appear to be significant portions of the population who are not yet being served. If the City is to be guided by the values of the Master Plan, serving the fitness needs of those unable to pay for private facilities is an important strategy. Introducing public fitness centres sometimes results in claims that this is unfair competition with the private sector. While this is possible, a well-planned public facility should be constructed to meet a higher set of community-based values. The fitness centre should complement and not compete with private facilities that focus on specific market segments.



According to a 'Fitness Business Canada' newsletter:

"Traditional fitness participants, i.e., those who are members of clubs, community centres, Y's, workplace fitness facilities, etc., are generally self starters and more highly motivated than their inactive counterparts. However, those less predisposed to activity commonly pass up on these opportunities for any number of individual, social or economic reasons. To expand the industry's sphere of influence, these opportunities must be made more attractive to inactive populations so that operators can reduce their reliance upon traditional markets."

In addition, "About half of the people who are regularly active are already in the fitness system. Most fitness businesses lose between 30% and 50% of their clientele every year." This is called 'member churning'.

Public facilities bear the responsibility for helping build ‘physical literacy’, i.e., a lifetime fitness lifestyle through all stages of life. In other words, the target market and responsibilities of public facilities are quite different from those of a private clubs. A public facility has the responsibility to attract and motivate the inactive population. Public facilities should also provide an opportunity for people in the lower income categories to participate in fitness and wellness through subsidization or at least lower priced programs. It is very common to find public fitness facilities in community centres in BC communities.

Private facilities strive to achieve a level of membership based on the fact that only a fraction of its members actually attend the facility on a regular basis. The very keen and committed fitness members of society will often gravitate to a private club to avoid the large numbers of participants, the longer wait lines for equipment and the lack of ‘specialty equipment’ such as heavy weights.

A key distinction between private and public facilities is the increased exposure to and awareness by children of the importance of health and wellness. In public facilities, children and youth witness the important role exercise plays as a way of life. Private facilities typically do not provide significant opportunities for children.

Fitness services are varied and include weight rooms, dedicated swimming pool lanes, classes hosted in activity rooms, and outdoor clubs and activities (e.g., triathlon clinics and boot camps.) Cranbrook residents would benefit from a weight room and an aerobics room (e.g., sprung wood floors, mirrors, windows etc.). There are opportunities to increase fitness participation through existing facilities and partnerships with others.

Youth

The benefits of recreation for youth are well documented and understood. Recreation is a proven strategy for minimizing risk factors. Recreation also improves self-esteem, confidence, physical and emotional health, academics, and relationships. Giving youth the responsibility of planning recreation activities and reaching out to other youth helps teens develop social and leadership skills.

The City does not operate a youth centre or have a youth worker. A youth centre has been developed by the Cranbrook Boys and Girls Club. It is a small gathering place, and the focus is on organizing activities throughout the City in existing facilities and businesses. The Club also plays a lead role in the formation and ongoing operation of the Cranbrook Youth Action Team. The community would benefit from providing more and better services to this group.





The most successful programs are built on interagency partnerships that offer multiple services in an integrated model.

Teenagers say they like to participate in recreation activities for the following reasons:

- » socialize (with students from other schools)
- » have fun
- » learn something new
- » be involved with the community
- » volunteer
- » be positioned for future employment
- » hang out in a safe place (including well-lit outdoor spaces)
- » have the opportunity to do homework together, and visit other communities

They want to learn to draw, sing, dance, cook, go on field trips, and experience co-ed activities. They value unstructured and informal activities in a space of their own as a counterpoint to the structure and demands of school. Spending time with friends is an important part of the experience, but programs of high interest will attract them without their friends. Teens also mention the importance of having food as part of the recreation activity.

Adults 30 – 59

Respondents to the community survey indicated that programming for this group is insufficient or lacking. Typically, programming for the younger portion of this age group is based around social activities (sport and culture) and fitness opportunities. However, some of these programs need to be developed around childcare options. One of the newer trends is the establishment of either a child minding or babysitting co-op program to support young parents. Family programs are typically well received both in facilities and in parks and neighbourhoods (e.g., block parties).

The latter half of this group could become more active consumers if targeted programming was established. In some cases these individuals are recent empty nesters and are searching for lifestyle and social programming. They are prime candidates to fill programs, both cultural and sport/fitness in nature, in the evenings and on weekends.

Older Adults and Seniors

Baby boomers are adults between 55 and 70 years of age. They do not think of themselves as “seniors” and do not feel comfortable going to a seniors’ facility. This age group is generally healthy, active, about to retire or recently retired. They value the health and social benefits of programs. These individuals are often quite active and can and will use various facilities in the daytime, which will free up peak hour spots for younger individuals. Outdoor recreation programming such as hiking and biking clubs are popular as are sports such as tennis, pickleball and golf. They are also keen on live theatre, and developing new leisure skills such as painting, and dancing.

There is sensitivity to the use of the label “seniors” with this group. Marketing towards baby boomers should relate to ability-based descriptions as opposed to descriptions that refer to “seniors’ activities.” This group is highly demanding and typically has access to moderate to high levels of disposable income (i.e., their homes are paid off, they don’t have children living at home, etc.).

Older adults and more frail adults do describe themselves as seniors, and there is a need for more programs for this age group. Adding a section for “older adults” in the various program marketing materials can be helpful in directing this group to lower intensity fitness classes.

For isolated and frailer adults, the following are key factors for success:

- » Outreach by staff, friends and senior service agencies is crucial to help encourage and motivate these adults to try something new, to allay any concerns (such as how to handle medications, address mobility challenges, or operate equipment), and to create a supportive social setting
- » Facilitate transportation especially on rainy days and during winter months
- » Instructors or trained volunteers should monitor the group and provide a feeling of safety
- » Include a social and life-learning component

For this group, active participation is often essential to the maintenance of a healthy quality of life.





Aquatics

The aquatic programs in Cranbrook continue to grow in popularity and related revenues. The removal of the two-tier fee structure also seems to be contributing to the overall growth. Ensuring that all children can swim is an important objective. Swim lessons are growing in popularity including the private lesson program built in part to accommodate those who cannot participate at normal lesson times.

Fees and Charges

The community expressed concerns about a number of the fees and charges. Cranbrook is lacking a well-defined set of policies related to fees and charges. Typically parks and recreation departments set the fees for services based on balancing the following factors, which are often captured in a Council / department policy:

- » The level of investment for different age groups (adults are usually set as the base level and recover 100% of the direct operating costs of the service, e.g., wages, utilities, maintenance, administration). Other age groups may be subsidized to encourage their participation and to reflect their general ability to pay (e.g., many departments set youth fees at a lower cost recovery to reflect their lack of disposable income and the desire to invest in youth's health early in their lives)
- » The financial availability to offer the service

Policies for fees and charges are based on a set of principles. The following are examples of principles used in many communities:

1. Fees and charges will be set to encourage maximum participation.
2. Strive to ensure that the pricing of recreation services does not preclude or diminish participation.
3. Set user fees fairly and equitably in all areas of recreation.
4. Fees and charges will reflect the values, vision and business plans as set out and approved by Council.
5. Fees and charges will be developed based on the total actual cost of providing the service or rental space. In general, fees will contribute towards operating costs.

6. The Council may set special or reduced fees or charges at its discretion for any program or service or target population for reasons deemed appropriate, e.g., children, youth, students and seniors, non-profit groups.
7. The process will be open and transparent for all fees and costs associated with the provision of recreation facilities, programs and services.
8. Encourage and promote the long-term participation of residents by supporting discounts for multiple enrolments.
9. Maximize the use of facilities by encouraging use at non-prime times, potentially through reduced rates.
10. Commercial enterprises are charged the full operating costs.
11. The Council will set its fees in as simple, efficient and consistent a manner as possible.
12. Partnership programs and agreements will be consistent with these principles.
13. Take into consideration the following factors:
 - the market place
 - previous rates
 - the level of municipal funding
 - inflation
 - customer response
 - community demographics and residents' ability to pay
14. Review fees and charges annually based on the above considerations.

These fees and charges are often cross-checked with rates of other communities of similar size and service commitment. A quick scan of the province would suggest that the following communities could be considered comparables for Cranbrook given their size, location / role in a region, and size of recreation complex: Terrace, Nelson, Powell River, Port Alberni, Quesnel, Squamish.



Fees are charged for recreation programs, use of City facilities and sports fields, and rental of facilities. The City of Cranbrook has tried to maintain facility fees and charges consistent with comparable facilities in the region, e.g., Castlegar, Nelson. However, when Memorial Arena was upgraded in 2010, the City raised user fees to cover the renovation costs. Revenues for the pool cover about 50 percent of the operating costs of that facility, resulting in a significant annual subsidy. This is within a typical range for aquatic facilities in smaller communities.

Figures 4.2 and 4.3 illustrate some comparisons in fees with other communities in the region. The admission fee for swimming in some communities covers access to fitness facilities as well. The fees for swimming in Cranbrook are somewhat higher than those in the other communities. Ice rental fees are at the higher end of the range in comparable communities.

Public skating sessions are available three times weekly at Kinsmen Arena. The cost of these is covered by the Kin Club of Cranbrook. This is a unique contribution to the community, as free sessions are usually provided by the municipality.

	0-2	Child (3-6)	Youth (7-12)	Student (13-18)	Adult	Senior	Family
Trail	0.00	2.55	3.80	5.10	6.20	5.10	13.15
Fernie	0.00	2.00	3.50	5.00	6.25	5.00	14.50
Kimberley	1.34	2.41	3.48	4.78	5.90	4.78	14.05
Langley	0.00	2.65	2.65	3.38	5.38	4.10	10.67
Prince George	0.00	3.58	3.58	5.02	6.62	5.02	
Kamloops	0.00	3.75	3.75	5.25	7.00	5.25	
Creston	0.00	3.50	3.50	5.16	6.80	5.16	16.17
Penticton	1.00	1.25	4.25	5.25	6.25	4.25	16.00
Vernon	0.00	1.85	4.15	4.15	5.50	4.15	12.35
Nanaimo	0.00	3.75	3.75	5.25	7.00	5.25	14.00
Terrace	0.00	2.75	2.75	3.25	5.25	3.25	10.75
Port Alberni	0.00	0.00	3.00	3.00	5.00	3.00	12.00
Revelstoke	0.00	3.50	3.50	4.25	5.75	4.25	13.75
Sparwood	0.00	2.60	3.60	4.35	5.60	4.35	11.40
Victoria	0.00	0.00	2.95	3.40	5.60	4.40	11.20
Smithers	0.00	2.90	3.95	3.95	5.75	4.20	12.55
Castlegar	0.00	2.85	3.57	4.77	5.72	4.77	13.34
Nelson	0.00	2.41	3.35	5.25	6.75	5.25	14.00
Kelowna	0.00	1.50	2.80	3.80	5.05	3.80	11.00
Average	0.12	2.41	3.47	4.44	5.97	4.49	12.99
Cranbrook		3.52	3.52	4.67	6.04	4.67	14.75


Figure 4.2: Single Admission Pool Fee Comparison (including GST where applicable)

	Arena	Adult Prime Time	Minor Sports	Youth Prime Time
Trail	Cominco	153.51	78.38	78.38
Fernie	Memorial	97.00	48.75	48.75
Kimberley	Civic	198.96	106.72	106.72
Kimberley	Marysville	195.35	103.10	103.10
Fort St. John		115.76	57.75	57.75
Prince George	(one rate all arenas)	194.25	103.69	103.69
Kamloops	(all four arenas)	180.60	113.00	113.00
Creston		126.45	69.66	69.66
Penticton	MCLaren	160.07	84.73	84.73
Vernon	Civic	194.71	95.40	126.57
Nanaimo		177.40	87.20	87.20
Terrace	Sportsplex	144.02	72.01	72.01
Port Alberni		185.00	90.00	90.00
Revelstoke		110.00	60.00	60.00
Sparwood	local rate	109.41	54.11	54.11
	non local rate	154.11	87.05	87.05
Salmon Arm		175.35	94.50	94.50
Quesnel		147.79	79.00	79.00
Castlegar		132.30	80.70	80.70
Castlegar 2		116.30	77.33	77.33
Nelson		160.24	101.97	101.97
Kelowna	(all four arenas)	254.05	122.14	122.14
Dawson Creek	all arenas	200.00	95.00	95.00
Average		160.11	85.31	86.67
Cranbrook	Western Financial	206.65	120.35	170.15
	Memorial	187.51	85.10	107.40
	Kinsmen Arena	160.65	78.60	81.40

Figure 4.3: Rink Rental Comparison (including GST where applicable)

It is quite unusual to have three rates in one community. These various rental charges were established to help recover the capital costs for the improvements to Memorial Arena. However, it appears to be reducing activity which is counter-productive. Community groups and staff should be choosing venues that maximize community access and program quality rather than choosing by price. Staff should also be managing rentals to minimize staff costs and maximize service rather than to support price-based facility demands.

Ensuring that all citizens can participate in recreation services is a key role of local governments. A Leisure Access Pass for those with financial challenges includes free transit,



and a 75% discount on pool fees and swimming classes. The Leisure Access Program appears to be well received by the intended market segment. The concept of adding a transit pass to the card certainly adds to the effectiveness of the program and should be seen as a model for other communities in BC. The City also promotes KidSport and Jumpstart.

Community Survey Input

The most used indoor facility is Western Financial Place (50% of households have someone who used the aquatic centre in the past year, 41% the walking concourse, and 38% the ice arena), and the Kinsmen and Memorial Arenas were used by 28% and 27% of households respectively.

The following are the household participation rates in City recreation programs: skating programs (29% of households have someone participation – read follow numbers the same way), swim lessons (24%), children/youth sport programs (18%), adult/senior health and wellness programs (10%), children/youth general interest programs (9%), adult general interest programs (7%), children/youth camps (6%), and programs for seniors (4%). In general, satisfaction is rated high for those participating.

Respondents were asked whether they believe there are any age groups for which programs are insufficient or lacking. A high number of respondents (69%) said they were not sure; 20%, or 65 people, said gaps do exist for specific age groups. Of those respondents, the top gaps in order of priority were adults 30 – 59 (27%), youth 13 to 18 (24%), adults 60 and older (16%).

Satisfaction was generally high among users of the indoor facilities. Dissatisfaction was higher for Kinsmen Arena than Memorial Arena. About one-third of respondents rating other parts of Western Financial Place (beyond the aquatic centre, walking concourse and ice arena) were dissatisfied. The most frequent comments on satisfaction ratings noted the condition of pool (e.g., temperature, chlorine levels, cleanliness, size), food options and the condition of the WFP restaurant, and the condition and size of change rooms at facilities.

Respondents were asked to indicate their first, second, and third choice for improvements to indoor recreation (listed above). Ninety-one (91) respondents (26%) indicated that indoor recreation facilities

are sufficient or fine as they are, and 102 respondents (30%) said they did not know their priorities for indoor recreation improvements. Sixty percent (60%) of those who responded to this question said their first priority is more and/or better indoor recreation facilities. More and/or better fitness programs/exercise classes and general interest programs were the next most important priorities, followed by better maintenance. The following were the most common written suggestions: increase activities/programming for all age groups, provide an indoor gym facility (equipment and classes), increase use of facilities, expand use of concourse (winter access, allow running), and improve cleanliness/maintenance of facilities.

In the workshops, in addition to a fitness facility, participants spoke about the need for a gymnasium, and a community hall that could serve as a gathering space for public and private events. There were also a significant number of comments about the fees and charges being too high at indoor facilities.





Goal 4

Establish and Protect Parks and Natural Areas

4.1 Provide access to parkland that meets the needs of local residents in all areas of the City.

- a. Establish the following criteria for new parks in the planning of subdivisions and new developments:
 - Strive for a minimum of one community park within 800 metres and neighbourhood parks within 400 metres of each resident, with connecting trails, located as needed to meet site-specific conditions
 - Establish new community parks that include natural or naturalized areas, recreation amenities and sports fields
 - Lay out community and neighbourhood parks to include trails that provide continuous connections through the development, with links to external trails to parks, schools and other destinations
 - Locate community and neighbourhood parks with pedestrian access from all four sides if possible
 - Locate community and neighbourhood parks with significant street frontage to a local or collector road on at least one side
 - Use the minimum sizes in the context section below for community and neighbourhood parks
- b. Acquire parks in neighbourhoods with less access to parkland as opportunities may arise

4.2 Protect and enhance the quality, integrity and sustainability of the environment

- a. Protect and enhance Joseph Creek and other natural areas as valued features of Cranbrook, acquiring properties along the creek as parkland as opportunities arise
- b. Retain and enhance the urban forest

- c. Maintain parks and natural areas in a clean and healthy condition
 - d. Provide more garbage cans and dog bag dispensers in parks and along trails
 - e. Encourage and work with managers of the Community Forest to meet the recreation needs of residents while protecting the quality of the environment. Consider a City representative on the Community Forest Society
 - f. Encourage and support more volunteer maintenance of trails and natural areas
 - g. Recognize the efforts of volunteers through an annual acknowledgement and appreciation event
 - h. Establish programs to manage invasive species, potentially involving community groups in this effort
- 4.3 Raise awareness about the importance of the natural environment in the City
- a. Support and encourage stewardship and nature education
 - b. Increase environmental consciousness, e.g., codes of conduct in natural areas, appropriate dog management
 - c. Strive to reduce the environmental impact, increase efficiency and reduce costs of operations and maintenance in parks

Context

The City of Cranbrook has multiple types of parkland, each of which serves different needs and functions within the community. Most communities classify their parks and open space as a tool for planning; this can help understand use patterns, manage parks, and establish maintenance practices and budgets. The following is a proposed classification system for parkland in Cranbrook (see **Map 1** and **Appendix C**).

- » **Destination Parks** - Destination draw visitors from the entire City and beyond. People may visit these parks due to the natural features, and/or the built facilities, cultural features and opportunities offered. City parks draw people who specifically travel to spend time “in the park”, for activities as diverse as picnics, special events, sports and recreation. Examples: Moir Centennial Athletic Park, Balment Park, Rotary Park, Lionsview Park



Cranbrook residents appreciate good access to parks and natural areas within and surrounding the City. There are concerns about insufficient parkland and environmental protection in some locations. Priorities are to provide good access to parkland in all parts of the City, to protect and enhance environmental resources, and to raise awareness about the importance of the natural environment.



- » **Community Parks** - typically 2 to 8 hectares (5 to 20 acres), though some are smaller in the City, Community Parks serve several neighbourhoods, and include a range of recreational facilities, such as playgrounds, walkways or trails, parking lots, and sports fields. They are meant to form the visual, physical and social focus of the community. Examples: Baker Park, Kinsmen Greenbelt, Gyro Park
- » **Neighbourhood Parks** - typically 1 to 2 hectares (3 to 5 acres), though some are smaller, Neighbourhood Parks generally serve the catchment area of or similar to that of an elementary school. Neighbourhood parks typically include play equipment, pathways, open grass, and seating. They may also include other recreation or athletic facilities. These parks are meant to form the visual, physical and social focus of the neighbourhood. Access is usually by walking so neighbourhood parks don't require parking lots. Examples: Pop Price Park, Southview Park, Park Royal Park
- » **Open Space** – these parks are undeveloped, but they are owned by the City and designated as parks. Examples: Moir Park (gravel pit), South City Park
- » **School sites** – includes the green space portion of public school sites. These are considered, though separately from the park system, as they are not managed by the City

Parkland Supply Analysis

The City of Cranbrook has 27 parks covering over 134 hectares (ha). With the addition of public school sites (excluding the buildings and parking lots) and one regional park, there are 187 ha of public green space in Cranbrook (**Figure 4.4**). The Community Forest is also a tremendous and popular asset that functions as parkland. Located adjacent to the City boundary, it is 2,193 ha plus a portion that is located on the college property.

Park Type	Count	Area (Ha)
Destination Park	10	93.46
Community Park	4	17.95
Neighbourhood Park	7	6.52
Open Space	6	16.18
Subtotal	27	134.11
Regional Park	1	24.23
School Site	13	28.66
Total	41	187

Figure 4.4: Parkland Supply

The remainder of this section analyses the parkland supply using several different methods. Many municipalities use population-based standards to calculate and plan their supply of parkland. The additional analyses of area-based supply and spatial distribution can increase the understanding of parkland supply.

Standards are controversial, with some believing that the quantitative approach detracts from a qualitative consideration of parks and recognition that conditions are unique in every municipality. In BC, even where standards are not embraced for their inherent value, they are often used to assist in the calculation of park development cost charges (DCCs). The City of Cranbrook is working on a City-wide evaluation of its DCCs, including those for parkland acquisition.

Even in jurisdictions where parkland supply standards exist, they are usually used as a guideline, rather than a definitive requirement. Park supply standards can be applied in a flexible manner to ensure that a full range of park types is available to all residents. They enable a community to measure their supply over time, and to compare themselves with other communities.

Population-Based Parkland Supply

Population-based parkland supply is typically calculated on the more active types of parkland, excluding natural areas and open space, because active parks are used in DCC calculations. **Figure 4.5** illustrates the existing supply of the parkland in relation to population for the City as a whole. As is customary, school sites are not included in this analysis.

Park Type	City Parkland Area (ha)	2015 Parkland Supply (ha/1,000 pop)*	2025 Parkland Supply (ha/1,000 pop)**
Destination	93.5	4.6	4.1
Community	18.0	0.9	0.8
Neighbourhood	6.5	0.3	0.3
Sub-Total	117.9	5.8	2.5

*Based on 2015 population estimate of 20,260
**Based on 2025 population projection of 22,830

Figure 4.5: Population-Based Parkland Supply in Cranbrook



The population-based parkland supply in Cranbrook is high, and even with the anticipated population growth, it will remain high. For many years, 4 ha / 1,000 was the target standard. With urban densification, many communities are finding it difficult to retain that standard. Cranbrook's parks are skewed to the larger parks, and there are relatively few neighbourhood parks. This is consistent with recent trends, as many municipalities find it costly to maintain small parks.

Area-Based Parkland Supply

Another way of measuring parkland supply is in relation to land area. Some municipalities have standards such that 12% of their total land area should be occupied by protected areas, consistent with provincial standards. This measure would typically include open space, natural areas and parks managed by other jurisdictions.

Figure 4.6 illustrates the parkland supply by area. This analysis would imply that the City has a relatively low amount of parkland; however, the Community Forest that is contiguous with the City boundary is 2,193 ha, which vastly increases the amount of open space accessible to Cranbrook residents.

Type	Area (ha)	% Total Area*
City	93.46	3.20%
Community	17.95	0.61%
Neighbourhood	6.52	0.22%
Natural	16.18	0.55%
City Parks Total (ha)	134.11	4.59%
Other Jurisdictions		
Regional Park	24.23	0.83%
School	28.66	0.98%
Area Total (ha)	187	6.40%

*Total City area is 2,920 ha, which excludes airport area

Figure 4.6: Area-Based Parkland Supply

Parkland Distribution Analysis

The third way to analyze parkland supply is by service area, or the distance people have to walk to access a park (see **Map 2**). This analysis is conducted to determine a resident's ability to walk to a park that meets local needs. This assessment of service area is based on walking along the networks of existing roads and trails so it is a fairly accurate depiction of walking distances.

Ideally, every resident would live within a 10-minute walking distance of a destination or community park (800 metres (m)), and a 5-minute walk to a neighbourhood park (400 m). Parks under 0.4 hectares are shown with a reduced service area (100 m) since such parks only serve residents within the immediate vicinity.

The parkland distribution analysis shows that Cranbrook has a variety of park types within walking distance of residents in the centre of the City. The north has destination and neighbourhood parks. The area just south of the centre has multiple community parks. The west has the large Moir athletic park and Pop Price, a neighbourhood park. Residential areas in the south portion of the City do not have as much access to parks within walking distance. In these locations, school sites become more important in terms of meeting outdoor recreation needs close to home.

OCP Policies

The OCP has policies related to protection of the environment and parkland. One such policy states “Designate land adjacent to Joseph Creek as park to facilitate continued acquisition of public access to Joseph Creek”.

Environmental Stewardship

The City has a passionate and engaged group of citizens who are involved in environmental stewardship. The Wildsight Society is one of the key environmental groups, working with the community to maintain environmentally sustainable lifestyles in harmony with our natural ecosystems. They facilitate community programs focused on minimizing Cranbrook’s ecological footprint and promoting renewable energy, sustainable transportation, responsible land use planning, local food production and sustainable construction.

Park Maintenance

Maintaining and operating parks and the assets within them involves significant responsibility and effort. Operations and maintenance are required for all parks and open space, no matter their level or type of use. Repair, upgrading and replacement also need to be considered.

The City maintains parks at different levels, depending on their type, amenities, and the level of use. Natural areas receive the least maintenance, while flower beds at high profile locations receive the highest levels of maintenance. City crews take care of road-side landscapes as well; this includes boulevard trees and traffic islands, some of which are used as parks. Parks operations staff fall within Public Works, and they do not have schedules allowing for evening or weekend work.



A trend in park maintenance is a focus on sustainability in operations. The purpose of this is to reduce the environmental footprint of the City's activities while saving money through reduce, reuse and recycle practices. This type of strategy could assist Cranbrook in terms of increasing efficiency and reducing costs, e.g., reducing watering and mowing.

Community Survey Input

The parks with the highest use are Rotary Park – Spirit Square (downtown) and Idlewild Park (visited by 79% and 78% of households in the past year respectively). The next most popular parks, visited by over 50% of households, include Confederation Park (Elizabeth Lake and ball diamonds), Kinsmen Greenbelt (Victoria Avenue), Moir Centennial Athletic Park, and public school sites.

More and/or better parks was the second priority for improvements to outdoor recreation among those who answered this question. The comments on the priorities included requests for better quality parks and green space in general. In addition to many requests for amenities, respondents wanted to see more trees and higher quality infrastructure. There were also some suggestions that the City acquire more small parks.

There were some specific requests for better parks in Slaterville and the south; even in these locations, the focus was on the development and improvement of existing parkland more than on acquiring new parks. In newly developing areas, respondents suggested that developers provide neighbourhood parks for new residents.





Goal 5

Be Financially Accountable

- 5.1 Use sound fiscal planning to guide budgeting
 - a. Plan for capital costs years in advance as a guide for budgeting
 - b. Keep costs to the taxpayer down
 - c. Identify and heed the priorities of the community as they change over time
- 5.2 Maximize the care, efficiency and use of existing facilities
 - a. Retain sufficient staff and capital resources to maintain existing and future facilities and amenities to extend their lifespans and to continue to attract use
 - Increase maintenance and operations staff at WFP so the facility can be kept in proper repair
 - b. Program facilities to maximize their use, considering schedule changes and any other measures to increase use
- 5.3 Explore potential new revenue sources for the City related to parks and recreation
 - a. Identify tourism and recreation opportunities with positive economic effects in collaboration with Cranbrook Tourism
 - Explore options such as mountain biking, rails to trails uses (summer and winter), sports, disc golf, and special events
 - b. Partner with other organizations and the private sector for marketing of tourism and recreation opportunities
 - Expand advertising for major events, including information in hotels to inform tourists about opportunities
 - Prepare and maintain a City events calendar that is widely available on digital media and hard copy



The City prides itself on good fiscal management and the Master Plan needs to reflect the available resources. Prior to expanding facilities, the existing amenities need to be maintained and managed responsibly. Cranbrook does have significant potential to increase its role as an outdoor recreation destination, and this could help to leverage more resources in the future.

- Consider expanding the Recreation Guide to include more of the City's opportunities, e.g., disc golf, programs by other organizations
 - c. Seek additional sponsorships, e.g., major events, brochures, City trails map
- 5.4 Maximize the efficiency and sustainability of operations and maintenance
- a. Use non-potable water for irrigation where possible.
 - b. Work to keep dogs off sports fields

Context

Finances

Most of the City's funds for parks and recreation operations are derived from tax revenue, with some recapture of costs through program fees and facility rentals. Service clubs also make significant contributions to assets and programs. Development Cost Charges (DCCs) are used to fund parkland acquisition and some park development. The City currently has a fund obtained from cash in lieu of parkland. Grants from senior levels of government have been obtained for special projects.

Human Resources

City staff are responsible for planning, programming, and maintaining assets. Recreation staff are within the Leisure Services department. Parks operations staff are located in the Parks Department within Public Works. In addition to maintaining the City's parks, the parks crew puts on a flower display each year in hanging baskets, planters and planting beds. Parks also has an Urban Forest Management Plan. Grants, donations and City resources



have funded the planting of over 500 trees in the six years up to 2014. The recreation buildings are maintained by a combination of Leisure Services Arena Technicians, Public Works staff and trades contractors.

Certain staff functions appear to be stressed. For example, WFP has one operator, which is significantly less than comparable facilities. The events function is part of Leisure Services. It is difficult to support events in parks because historically no parks staff work on weekends. Recently, the Public Works department has been able to begin allocating some staff to support weekend park use.

Focus Group Input

Financial accountability was a predominant theme in the focus groups with Council and staff. Cranbrook's growth is relatively slow, so the City does not currently have significant resources for new or upgraded facilities. In these focus groups, discussion focused on the major opportunities in the City to increase tourism and to use that as leverage to identify new funding sources.

Focus groups generally praised City staff. Sports groups did feel that City parks crews do not fully appreciate some of the specific needs related to maintaining and operating sports fields, e.g., needs for access, timing of works in relation to play, maintaining a warning track. This may be partly a communications issue, as the groups implied that there were fewer of these concerns when the parks crew was in the same department as Leisure Services.



Goal 6

Increase Collaboration

- 6.1 Apply approaches that foster a sense of community in all planning, design and programming
 - a. Include community engagement in planning, design and programming
 - b. Encourage and support more festivals and events in the community
- 6.2 Expand partnerships with other service providers and the private sector to maximize opportunities
 - a. Work closely with School District #5 to maximize the use of school facilities by the community and opportunities for the school population
 - Monitor the community use of schools as part of an annual review of the Joint Use Agreement, consider rental costs, and identify opportunities to increase community use
 - b. Increase collaboration with the College of the Rockies through annual or semi-annual meetings, exploring opportunities such as more sharing of facilities, coordination of programs, use of college students as program instructors, inclusion of college representatives on City committees such as Health and Wellness, and development of more shared facilities on the college campus, e.g., indoor sports fields, larger fitness room
 - c. Increase collaboration with adjacent municipalities in relation to facilities, programs and memberships
 - d. Collaborate with Interior Health and other providers of health and social services
- 6.3 Work with the private sector and not-for-profit groups to expand program opportunities
 - a. Encourage, support and promote not-for-profit groups offering programs that reflect the City's goals and address unmet needs
 - Consider providing registration and marketing support for other service providers with programs in their own space

- b. Partner with local service providers to offer programs in other community spaces
- c. Collaborate with the private sector to identify needs best met by the private sector vs. the City

6.4 Support and build capacity among community groups

- a. Encourage and support volunteerism, potentially offering some incentives, recognition, or assistance (e.g., link on City website to a volunteer opportunity database)
- b. Work with community groups, helping them to build skills, to learn about the City's values and goals related to parks and recreation, and to support them in collaborating with and learning from each other

6.5 Communicate through a broad range of media, recognizing that digital media will become increasingly important

- a. Work with other departments to increase the City's presence on digital media, and to support more tools for interaction through the City's website

The City benefits from collaboration and partnerships with other organizations and community groups. By working together, there are opportunities to increase benefits to the community.

Context

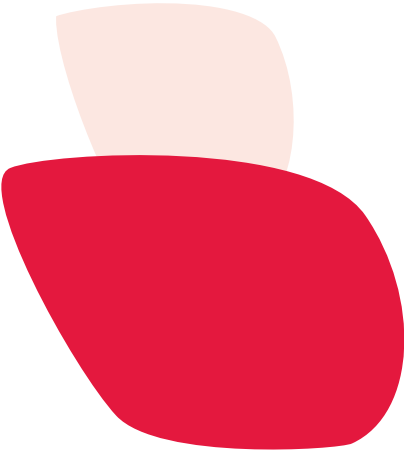
Community Survey, Focus Group and Interview Input

Attending a festival or special event in a park was the second most popular activity in Cranbrook, with 74% of households indicating participation in the community survey. Satisfaction was also high for this activity and for the spaces that support festivals. Comments made on the survey and in focus groups indicated that festivals are an excellent way for residence to meet each other and to build community spirit, and there were some requests for more festivals.

Collaboration was a predominant theme in all of the focus groups (with Council, staff and community groups) and in interviews with the School District and College of the Rockies. All participants feel that strengthening lines of communication and collaboration will result in more opportunities.

When asked about preferred communication methods on the community survey, most respondents (73%) of those that are informed said that the printed Recreation Guide is their top choice. Comments noted that multiple methods should be used including both online (email notifications, social media) and more traditional "offline" communication methods (including radio ads and posting information at local businesses). It should be noted however that





39% do not feel informed. Steps need to be taken to increase the marketing to this latent group of citizens.

Partnerships

Partnerships are vital to the provision of quality leisure services that meet the community's needs. Cranbrook has working relationships with a number of government, academic organizations, and community groups, as described below.

School District

School District #5 has 10 schools; five elementary, two middle, and one secondary school. The City has a new Joint Use Agreement with School District #5 that includes school buildings and fields. The City and School District meet twice annually and have a good working relationship. Schools use the aquatic centre and Kinsmen Arena for physical education programs at no cost, unless large groups require additional lifeguards at the pool. Memorial is used for lacrosse and broomball, and the School District would like to use it more.

School District #5 rents out rooms in all of their schools. The management of these rentals was returned to the School District in 2014. They report that their facilities are well used except on weekends when it is likely that the higher rental rates are prohibitive.

The School District's priority for booking school facilities is 1. school use, 2. City use, and 3. other use. The City uses schools for community programs, e.g., volleyball and basketball leagues, and the most popular times are Tuesday and Thursday evenings. The larger school gyms are busy, with custodians making use available until 10pm mid-week. The upgraded tennis courts at the high school were paid for by the City and the School District.

The School District organizes and books minor soccer on its fields, and maintains all of its own fields. The City does not book any school fields as it used to in the past. School playgrounds are replaced when necessary for safety concerns, and playground funding is supplemented by grants and fund-raising by PACs.

Muriel Baxter School was closed after it burned down. The School District is close to an agreement with the City for a dog off-leash area on the property. The school population is stabilizing at this time and no new schools or closures are planned. It is anticipated that a future elementary school may be located on the property.

College of the Rockies

The college has a number of high-quality facilities that are used by the community. The rubberized track was a joint project among the college, School District and City, and it is the only track in the City. All three contributed to the resurfacing and the college maintains it. There are some challenges coordinating programs and use, especially because the track is used informally by many members of the community for walking or running, and this sometimes conflicts with scheduled events. Some programs for students and summer volleyball camps use the facility. The School District books it for track meets.

The college has the largest gym in the City, which appears to have several openings in its schedule. There is also a weight room that is only operated 12 hours per day. Priorities for the use of college facilities are: 1. college academics, 2. college students, 3. athletic, 4. partners. Fees for the use of college facilities depend on the relationship and whether or not admission is charged.

The college has one grass field that is used for rugby and for soccer tournaments. It is the home game of one rugby team in the East Kootenay league. There is a small fitness room at the college, and they would like a larger one.

Mountain bike clubs works on trails and organizes events in the community forest, which is mostly Crown land, with small adjacent portions owned by the college and City. There are club rides every week, and races such as Six in the Sticks. If the event is for profit, the club pays for use of the trails. Cranbrook is just beginning to recognize that mountain biking is an industry with the potential to expand and be an economic generator.

The college is interested in increasing its prominence in the City. Recruitment from Cranbrook is quite low and college staff do not think that the college is integrated into the community as well as it might be. There may be opportunities to advance this cause through more collaboration with the City. For example, other colleges have successfully developed recreation facilities in partnership with communities, such as Langley Events Centre, Thompson Rivers University.



Other Governments and First Nations

The City works closely with the Regional District of East Kootenay (RDEK) on a number of park planning and management endeavours. NorthStar Rails to Trail extends through the City and beyond within the RDEK so coordination is involved. Idlewild Park is on RDEK land, but it is managed by the City.

The Ktunaxa Nation and the City work together through an agreement to collaborate on the development of St. Mary's Park. The City also includes them in some programs such as extending the grade five free swim to their school.

Service Clubs

Service clubs have made significant contributions to parks and recreation in Cranbrook and they continue to do so. The Rotary Club, Sunrise Rotary, UCT, Kin Club, JCI Kootenay, Lions Club, and United Way fund programs and amenities, run charitable events, and participate in caring for parks. Interior Health also works with the Wellness and Heritage Committee and the City to promote health and wellness. The non-profit groups are hoping to establish a website listing all of the service organizations and events, with a link from the City's website.

Community Organizations

There are many other community groups in Cranbrook that contribute to recreation in Cranbrook. Many of these groups and faith-based institutions offer recreation programs. In some cases the buildings of faith-based organizations and other community groups may have capacity to support additional community recreation programs in the City.

Other groups offer services that relate to parks, e.g., Cranbrook Garden Club, Cranbrook Food Action Committee, mountain bike clubs. Some groups lead or help to organize and sponsor festivals and events, as described next.

Festivals and Events

Cranbrook has many festivals and events, many of which are organized and sponsored partially or fully by community groups. The following are some of the key festivals and events located in and around the City:

- » Cranbrook Farmers Market (weekly)
- » Canada Day Celebration



- » Cranbrook Pro Rodeo
- » Fort Steele Dominion Day Celebrations
- » Fort Steele Halloween Spooktacular
- » Kootenay Children's Festival
- » Rockin' in the Rockies Car Show
- » Sam Steele Days
- » Dancing in the Park
- » Multi-Cultural Festival
- » Summer Sounds



Tourism

Tourism is of increasing interest in Cranbrook, with sport and outdoor recreation tourism being a potential target sector. Three organizations, Kootenay Rockies Tourism, Cranbrook and District Chamber of Commerce, and Cranbrook Tourism, all have interests in increasing Cranbrook's tourism market share. They are collaborating on the establishment of a destination marketing organization and strategy for Cranbrook.

Communications and Marketing

Marketing is a process that involves identifying the City's parks and recreation needs, shaping services and facilities (indoor and outdoor spaces) to deliver benefits to the community, creating awareness of opportunities, and motivating the community to participate. For each target market or segment of the community, marketing uses data to understand needs, preferences and attributes; specific information requirements; marketing messages that resonate with each; and the suite of communication tools that are most effective.

Because of the number of organizations offering programs to City residents, the City does not need to be solely responsible for marketing its services. There may be opportunities to coordinate marketing with other organizations. This would be a significant benefit to the community, as residents currently need to contact multiple sources to find opportunities.

Many municipalities are broadening their communication techniques to include digital media, including Twitter, YouTube, Facebook and expanded and enhanced websites. These types of communication

tools reach very different market segments and age groups than traditional tools. If used appropriately, digital media tools are highly effective methods to showcase what the City is doing (e.g., using YouTube videos on the website), to gather public input on new initiatives (e.g., Facebook), and to reach those who appreciate timely hits of current information (e.g., Twitter). It can be expected that more residents will come to rely on digital media in the future, especially if the City's online presence is increased.

By building a strong following in a number of digital media tools, the reach of communication and engagement can be far greater. It also relies on the posts going viral. That said, these tools need to be managed and regularly updated and used for the followers to remain interested.

Many residents still prefer print media for information on City programs and events. Therefore a combination of traditional and new communications tools sees more effective results in that organizations are able to communicate to a number of audiences and demographics in a number of media. It does not mean that the organization needs to create new content or material, but rather use the same content across a number of platforms.







5 Implementation Plan

5.1 Phasing and Costs

A summary of the recommendations in the Master Plan, with their priority, phasing and relative costs, is located in **Figure 5.1**. The recommendations on the table are a shortened version of the text within the Master Plan. Each recommendation is noted as one of the following:

- » Planning and Design – planning and design processes by staff or consultants
- » Parkland Acquisition – acquisition of new land, through DCCs, donations, land trusts, etc.
- » Capital – require capital funding
- » Operations – responsibility of operations staff, with some contributions by volunteers
- » Programs and Services – tasks typically undertaken by municipal staff

Priority

Priorities are listed based on input from the community.

- » 1 – high
- » 2 – medium
- » 3 – lower

Phasing

Proposed phasing is based on priorities, combined with costs, rate of population growth, existing and potential budgets, and other factors, as determined by the consultants and City staff.

- » Ongoing – occurs regularly over time
- » Short – 1 to 3 years
- » Medium – 4 to 6 years
- » Long – 7 to 10 years

Relative Cost or Cost Per Year

This column provides an order-of-magnitude indication of relative capital costs. For one-time costs, such as construction of a neighbourhood park, the symbol indicates the total cost. For ongoing costs, such as trail construction, the symbol refers to an amount that would be spent annually.

- » N/A – part of everyday work
- » \$ – under \$50,000
- » \$\$ – \$50,000 to \$200,000
- » \$\$\$ – \$200,000 to \$1 million
- » \$\$\$\$ – over \$1 million

Key Recommendations		Type	Priority	Phasing	Relative Cost or Cost / Year	Increase in Operating Costs
Goal 1. Expand the Trail System and Accessibility						
1.1	Provide a connected and accessible trail system					
a	Rotary Way to Confederation Park and Museum of Rail Travel	Capital	1	ongoing	\$\$	√
	Rotary Way and NorthStar Rails to Trails to Moir Centennial Park	Capital	2	ongoing	\$\$	√
	Rotary Way south to NorthStar Rails to Trails	Capital	2	ongoing	\$\$	√
	Path connections as part of street work	Capital	1	ongoing	\$\$	√
	Identify and complete priority bikeways	Capital	1	ongoing	\$\$	√
b	Consider active transportation and integrate trails with on-street bikeways	Planning	1	ongoing	N/A	
c	Work with other jurisdictions and organizations on a regional trail network	Planning	1	ongoing	N/A	
1.2	Improve trail system quality and infrastructure					
a	Improve the accessibility of older trails by repairing surfaces and upgrading entries	Capital	1	ongoing	\$\$	√
b	Provide more infrastructure including signs, benches, waste bins	Capital	1	ongoing	\$	√
c	Establish standards for design of on-street bikeways	Planning	1	Short	N/A	
1.3	Explore opportunities to expand transit to Moir Centennial Park for evening sports	Planning	1	Short	N/A	
Goal 2. Improve and Upgrade Park Amenities						
2.1	Design and improve the quality and character of parks					
a	Improve accessibility through universal design and loop trails	Planning	1	ongoing	N/A	
b	Plan large and small outdoor gathering spaces in park projects	Planning	2	ongoing	N/A	
c	Provide more trees in parks	Capital	1	ongoing	\$	√
d	Meet cultural needs and interests in parks as they arise	Planning	2	ongoing	N/A	√
e	Include more urban agriculture in parks based on community interest	Planning	2	ongoing	N/A	
2.2	Consider the following needs for new and upgraded amenities in parks					
a	New and upgraded washrooms	Planning	1	ongoing	N/A	
b	Upgraded play areas	Planning	1	ongoing	N/A	
c	Covered use areas	Planning	3	ongoing	N/A	
d	Designated dog off-leash areas	Planning	1	ongoing	N/A	
e	Multi-sport courts, one with boards	Planning	2	ongoing	N/A	
f	Monitor tennis use to determine future needs	Planning	2	ongoing	N/A	
g	Identification, wayfinding, regulatory and interpretive signs	Capital	1	Short	\$	√
h	More year-round access to washrooms	Planning	2	ongoing	N/A	
i	Play and seating/gathering areas at destination parks in parts of the City that lack community and neighbourhood parks	Planning	2	ongoing	N/A	
j	Provide amenities in undeveloped parks	Planning	1	ongoing	N/A	
k	Encourage the School District to design school sites with park-like qualities	Planning	1	ongoing	N/A	

Key Recommendations		Type	Priority	Phasing	Relative Cost or Cost / Year	Increase in Operating Costs
2.3	Undertake the following park planning, design and construction projects					
	Balment Park Master Plan	Planning	2	Medium	\$	
	Balment Park improvements	Capital	2	Medium	\$\$\$	√
	Confederation Park - work with user groups on funding and coordination of improvements	Planning	2	Medium	\$	
	Confederation Park - work with Rocky Mountain Naturalists on habitat restoration and amenities	Planning	2	Medium	\$	√
	Idlewild Park Master Plan	Planning	1	Short	\$	
	Idlewild Park improvements	Capital	1	Short	\$\$\$	
	Kinsmen Quads - repair infrastructure and maintain warning track	Capital	1	Short	\$	
	Kinsmen Quads Master Plan for park improvements outside the ball diamonds	Planning	3	Long	\$	
	Kinsmen Quads - park improvements outside the ball diamonds	Capital	3	Long	\$\$\$	√
	Lionsview Bob Willis Park - dog off-leash in north portion of park	Capital	2	Medium	\$	√
	Moir Centennial Athletic Park - park improvements	Capital	3	Long	\$\$\$	√
	Baker Park - more trees and native plants along the riparian area of Joseph Creek	Capital	2	Medium	\$	√
	Highland Park - protect the natural values	Capital	3	Long	\$	√
	Kinsmen Greenbelt - consider neighbourhood-level dog off-leash area and multi-sport court	Capital	3	Long	\$\$\$	√
	Rotary Park Master Plan	Planning	2	Medium	\$	
	Rotary Park - park improvements, including upgrading washrooms	Capital	2	Medium	\$\$\$	√
	ACT Park - park improvements	Capital	3	Long	\$\$\$	√
	Gyro Park - park improvements	Capital	2	Medium	\$\$\$	√
	McKinnon Rotary Park - park improvements	Capital	3	Long	\$\$\$	√
	Pop Price Park Master Plan	Planning	2	Medium	\$	
	Pop Price Park - park improvements	Capital	2	Medium	\$\$\$	√
	Southview Park - park development	Capital	1	Short	\$\$\$	√
	27A Avenue Tot Park - park improvements	Capital	3	Long	\$	√
	Community Forest - work with others on staging areas, signage, trail system	Planning	1	ongoing	N/A	
2.4	Consider revised park regulations					
a	Update the park use bylaw re: dogs on sports fields and work with others on enforcement	Planning	1	ongoing	N/A	
Goal 3. Improve Indoor Recreation Opportunities						
3.1	Maintain, upgrade and modify existing facilities					
a	Conduct a structural assessment of Kinsmen Arena	Planning	2	Medium	\$	
b	Consider repurposing Kinsmen Arena to a year-round facility	Capital	2	Medium	\$\$\$	
c	Conduct a building assessment of Memorial Arena to identify potential upgrades	Planning	3	Long	\$	
d	Conduct a building assessment of WFP to identify potential upgrades	Planning	3	Long	\$	
e	Work with the curling club to maximize use of the facility by the community	Planning	1	Short	N/A	
3.2	Explore opportunities to provide access to indoor amenities identified as gaps					
a	Community hall/large meeting space	Planning	3	ongoing	N/A	
b	Indoor sports facilities, e.g., indoor soccer field, fitness facility, more squash courts	Planning	2	Long	N/A	
c	Request an annual report from the Curling Rink on existing and potential community use of the facility	Planning	1	ongoing	N/A	
3.3	Improve the maintenance of facilities					
a	Annual 'spring cleaning' program with a focus on change rooms and washrooms	Operations	1	ongoing	N/A	√
b	Regular inspections and action plans to address issues	Operations	1	ongoing	N/A	√
c	Monthly team objectives related to seasons and activities	Planning	1	ongoing	N/A	√
d	Measure customer satisfaction with maintenance	Planning	1	ongoing	N/A	
e	Work with private concessionaires to improve cleanliness	Planning	1	Short	N/A	
3.4	Reduce barriers to indoor recreation participation					
a	Establish a policy for fees and charges	Planning	1	ongoing	N/A	
b	Increase hours of operation of recreation facilities	Operations	1	ongoing	N/A	√
c	Establish on-line registration for programs	Planning	1	ongoing	N/A	√
d	Encourage improvements to the menu and hours of the food service at WFP	Planning	1	ongoing	N/A	
3.5	Expand programs to meet the needs of a diverse range of residents					
a	Coordinate program offerings with others in the community	Planning	1	ongoing	N/A	

Key Recommendations		Type	Priority	Phasing	Relative Cost or Cost / Year	Increase in Operating Costs
Goal 4. Establish and Protect Parks and Natural Areas						
4.1	Provide access to parkland that meets the needs of local residents in all areas					
a	Establish criteria for new parks in the planning of subdivisions and new developments	Planning	1	ongoing	N/A	
b	Acquire parks in neighbourhoods with less access to parkland as opportunities may arise	Planning/ Land	1	ongoing	tbd	√
4.2	Protect and enhance the quality, integrity and sustainability of the environment					
a	Protect and enhance Joseph Creek and other natural areas, acquiring properties as opportunities arise	Planning	1	ongoing	tbd	√
b	Retain and enhance the urban forest	Planning/	1	ongoing	\$	√
c	Maintain parks and natural areas in a clean and healthy condition	Operations	1	ongoing	N/A	√
d	Provide more garbage cans and dog bag dispensers in parks and along trails	Operations	1	ongoing	N/A	√
e	Encourage and work with managers of the Community Forest to meet recreation and environmental needs	Planning/ Capital	1	ongoing	\$	
f	Encourage and support more volunteer maintenance of trails and natural areas	Planning	1	ongoing	N/A	√
g	Recognize the efforts of volunteers through acknowledgement and appreciation	Planning	1	ongoing	N/A	
h	Establish programs to manage invasive species	Operations	1	ongoing	\$	√
4.3	Raise awareness about the importance of the natural environment in the City					
a	Support and encourage stewardship and nature education	Planning	1	ongoing	N/A	
b	Increase environmental consciousness, e.g., codes of conduct	Planning	1	Long	N/A	
c	Strive to increase efficiency and reduce costs and environmental impacts of operations and maintenance in parks	Operations	1	ongoing	N/A	
Goal 5. Be Financially Accountable						
5.1	Use sound fiscal planning to guide budgeting					
a	Plan for capital costs years in advance as a guide for budgeting	Planning	1	ongoing	N/A	
b	Keep costs to the taxpayer down	Planning	1	ongoing	N/A	
c	Identify and heed the priorities of the community as they change over time	Planning	1	ongoing	N/A	
5.2	Maximize the care, efficiency and use of existing facilities					
a	Retain sufficient staff and capital resources to maintain facilities, increasing operations staff at WFP	Operations	1	Short	N/A	√
b	Program facilities to maximize their use	Planning	1	ongoing	N/A	
5.3	Explore potential new revenue sources for the City related to parks and recreation					
a	Identify tourism and recreation opportunities with positive economic effects	Planning	1	ongoing	N/A	
b	Partner with other organizations and the private sector for marketing	Planning	1	ongoing	N/A	
c	Seek additional sponsorships, e.g., major events, brochures, City trails map	Planning	1	ongoing	N/A	
5.4	Maximize the efficiency and sustainability of operations and maintenance					
a	Use non-potable water for irrigation where possible	Operations	1	ongoing	N/A	√
b	Work to keep dogs off sports fields	Operations	1	ongoing	N/A	
Goal 6. Increase Collaboration						
6.1	Apply approaches that foster a sense of community					
a	Include community engagement in planning, design and programming	Planning	1	ongoing	N/A	√
b	Encourage and support more festivals and events in the community	Planning	2	ongoing	N/A	√
6.2	Expand partnerships with other service providers and the private sector to maximize opportunities					
a	Work closely with School District #5 to maximize the use of schools by the community	Planning	1	ongoing	N/A	
b	Increase collaboration with the College of the Rockies	Planning	1	ongoing	N/A	
c	Increase collaboration with adjacent municipalities	Planning	1	ongoing	N/A	
d	Collaborate with Interior Health and other providers of health and social services	Planning	1	ongoing	N/A	
6.3	Work with the private sector and not-for-profit groups to expand program opportunities					
a	Encourage, support and promote not-for-profit groups offering programs	Planning	1	ongoing	N/A	
b	Partner with local service providers to offer programs in other community spaces	Planning	1	ongoing	N/A	
c	Collaborate with the private sector to identify needs best met by the private sector	Planning	1	ongoing	N/A	
6.4	Support and build capacity among community groups					
a	Encourage and support volunteerism	Planning	1	ongoing	N/A	
b	Work with community groups, helping them to build skills, etc.	Planning	1	ongoing	N/A	
6.5	Communicate through a broad range of media					
a	Work with other departments to increase the City's presence and interactivity on digital media	Planning	1	ongoing	N/A	

Figure 5.1: Implementation Table

5.2 Next Steps

The next steps in implementing the Parks and Recreation Master Plan involve following the plan's recommendations.

- » Incorporate relevant recommendations from this Master Plan into City bylaws and policies, as they are prepared and amended, e.g., OCP.
- » Establish checklists or other practices for incorporating recommendations listed as Planning and Design into the procedures and processes used by City staff, as applicable.
- » For recommendations listed as Parkland Acquisition, work with City planners to incorporate criteria for parkland within development processes, and work with City experts and a real estate professional to identify potential land for acquisition and to identify funding sources, e.g., DCCs, donations, land trusts, etc.
- » Include capital costs within annual budgets, and plan projects accordingly.
- » For recommendations listed as Operations, incorporate these within the work plans and practices of operations staff, allowing for contributions by volunteers where appropriate.
- » For Programs and Services, plan to incorporate recommendations within the work plans of City staff.

The Implementation Strategy should be reviewed and updated annually along with a review of progress towards achieving objectives.

The Master Plan is intended to cover a 10-year timeframe. Certain changes in the City could trigger a need to revisit the plan in less than 10 years, e.g., growth slows down or growth exceeds expectations. The critical factor in implementing the Master Plan is to remain committed to the vision, goals, and objectives in all aspects of parks and recreation service delivery.

Appendix A

Community Survey Summary



Appendix B

Idlewild Park Community Survey Summary



Appendix C

List of Parks



Park Name	Playground	Seasonal Washroom	Area (Hectares)
Destination Park			
Balment Park	NO	YES	5.08
City Square	NO		2.02
Confederation Park	NO	YES	.89
Idlewild Park	YES	YES	9.96
Kinsmen Quads		YES	.46
Kinsmen Splash Pad	NO	YES	7.17
Lionsview Park	NO	YES	.12
McLeary Park	NO	NO	7.83
Moir Centennial Athletic Park	YES	YES	15.87
Rotary Park	YES	YES	5.67
Community Park			
Baker Park	NO	NO	0.52
Gyro Park	YES	YES	1.46
Highland Park	NO	NO	9.37
Kinsmen Greenbelt		YES	44.48
Neighbourhood Park			
ATC Park	NO	NO	10.89
McKinnon Rotary Park	YES	NO	1.05
Park Royal Park	NO	NO	4.05
Pine Crest Park	YES	NO	.31
Pop Price Park	YES	NO	1.11
Southview Park	NO	NO	1.92
Victoria Meadows 1	NO	NO	.18
Open Space			
Lionsview - Bob Willis Park	NO	YES	1.60
Moir Park	NO	NO	1.16
Park (29 Ave N)	NO	NO	.25
Park (7 St S)	NO	NO	.23
South City	NO	NO	.17
Victoria Meadows 2	NO	NO	.33

Park Name	Playground	Seasonal Washroom	Area (Hectares)
School Site			
Amy Woodland Elementary School			24.24
College of the Rockies			1.07
Gordon Terrace School			2.47
Highlands Elementary School			1.31
Kootenay Orchards School			2.16
Laurie Jr High School			1.64
Mt Baker Sr High School			3.15
Muriel Baxter Elementary School			2.64
Parkland School			2.30
Pinewood Elementary School			3.71
St Mary's Elementary School			1.54
Steeples Elementary School			2.72
T M Roberts Elementary School			1.91
Regional Park			
St.Mary's Park			2.03