

City of Kimberley Parks and Facilities Master Plan

May 2024

<https://www.facebook.com/CityOfKimberley/photos>







The City of Kimberley is located on the ancestral, traditional and
unceded territory of the Ktunaxa Nations.



Executive Summary



The City of Kimberley has developed a new Parks and Recreation Master Plan to guide how it invests in, manages, and delivers these important quality of life services. The Master Plan will be used by Council and staff over the next 10+ years to guide decision making, resource allocation, and partnerships.

The development of the Master Plan included significant levels of engagement with the community and research to understand the strengths, gaps, and opportunities for parks and recreation in Kimberley. A summary of key findings from the engagement and research is provided in Section 3 with additional detail available in the *“Current State” Research and Engagement Summary Report*.

The Master Plan identifies six overarching Goals for Parks and Recreation in Kimberley. These Goals provide foundations from which to make decisions, measure performance, and articulate important values that reflect and rationalize the ongoing investment in parks and recreation. Additional information on the Goals and how they can be implemented and measured is provided in Section 4.

Goals for Parks and Recreation in Kimberley



Goal 1: Opportunities for All



Goal 2: Financially Sustainable Parks and Recreation



Goal 3: Environmental Leadership in Providing Parks and Recreation



Goal 4: Leveraging and Protecting Nature



Goal 5: Commitment to Reconciliation and Decolonization



Goal 6: Collaborated and Connected Parks and Recreation

Provided in Section 5 of the Master Plan are Facility Strategies that provide recommend guidance for several types of indoor and outdoor parks and recreation infrastructure. These Strategies advance the Goals, provide guidance on key facility issues and topics, and reflect key priorities identified using a Prioritization Framework that ranked potential facility investment using a number of weighted criteria.

Facility Type	Strategies
Arenas	A. Undertake an Arena Strategy to explore the best options and associated costs to sustain 2 ice sheets. B. Use the information provided by the Arena Strategy to make a final decision as soon as possible on the best move forward approach for arenas in Kimberley that balances community ice needs, amenity preferences, and financial resource realities.

Facility Type	Strategies
Arts, Culture and Heritage	A. Renew the agreement with the Kimberley Arts Council for Centre 64. B. As part of the renewed operating agreement and broader City budgeting processes, ensure that sufficient funds are allocated towards a capital reserve for lifecycle renewal and replacement. C. Continue to work with local Nations and rights holders to identify opportunities to advance Indigenous arts and culture in the community. D. Continue to ensure arts, culture, and heritage amenities are a key aspect of future planning and, wherever possible, integrated into new and renewed parks and recreation facilities.
Aquatics	A. Undertake the necessary lifecycle investments to maximize service life of the facility and reduce the risk of future long-term shutdowns. B. Improve data collection and analysis in order to gain a better understanding of users and provide a database of information that can help inform future programming and scheduling. C. Continue to invest in programming and initiatives aimed at recruiting, training, and retaining lifeguards and instructors.
Ball Diamonds and Playfields	A. Undertake the recommended minor capital works to ensure that ball diamond and playfield facilities and amenities remain safe, functional, and aligned with best practice. B. Work with user groups to identify opportunities to extend seasons of play.
Conference and Event Hosting Facilities	A. Undertake a study to determine the best long-term management approach for the Kimberley Conference and Athletic Training Centre.
Curling	A. Renew the partnership agreement with the Curling Club on a short-term basis. B. Continue to work with the Club to prioritize repairs needed to extend service life of the facility for the short term. C. Explore replacement options as part of the recommended Arena Strategy. If not deemed viable due to costs and/or land supply, support the Club with developing a business case to look at alternative options and approaches.
Libraries	A. Over the short to medium term, continue to maximize use of existing library space. B. Explore opportunities to include a library as part of a future recreation facility project.
Multi-Purpose, Large Span, and Dry-Floor Program Spaces	A. Undertake a feasibility study to explore costs and options for an indoor multisport or community gymnasium facility. B. Work with the school system to identify joint use partnerships and other potential collaborations that can increase the supply of multi-sport and gymnasium space in the community. C. Further explore the condition of the Centennial Centre and develop a long-term plan for renewal or replacement of the facility.

Facility Type	Strategies
Parks, Playgrounds and Specialized Park Amenities	A. Utilize the recommended Park Classification system to guide future planning, management, and service levels. B. Sustain current municipal parkland provision at 3.0 – 3.25 ha. per 1,000 residents and focus resources on optimizing park experiences and addressing identified geographic and neighbourhood gaps. C. Diversify playground experiences through renewals and new installations. D. Continue with and advance planning to revision Cominco Gardens as a significant, unique, and financially sustainable destination within Kimberley. E. Identify options and sites to meet outdoor event space needs. F. Develop and update Management Plans for all Destination Parks every 10 years. G. Undertake an Urban Tree Inventory and Management Plan. H. Continue to follow priorities established by the East Kootenay Invasive Species Council. I. Engage with Forest Crowne residents to further explore identified recreation needs, gaps and opportunities.
Sports Courts	A. Renew sport court surfaces. B. Continue to monitor pickleball and tennis trends and work with local groups to identify options to increase supply as needed. C. Better track sport court utilization to inform future planning and investment decisions.
Trails	A. Adopt and utilize the Trans Canada Trails' National Guidelines for Classifying Multi-Use Trails for trails managed by the City and provided through partnership agreements with local groups. B. Ensure that all single track mountain bike trail development or improvements supported by the City are aligned with the International Mountain Bicycling Associations (IMBA) guidelines. C. Ensure clarity on trail provision roles and responsibilities. D. Work with regional partners to clarify and establish clear management direction for the Rails to Trails, Volksmarch Trails, and Mark Creek Trail. E. Improve connectivity from Forest Crowne to other areas of the city. F. Continue to improve wayfinding signage and overall awareness of trail routes and connections.

Section 6 identifies five additional Service Delivery and Management Strategies aimed at further optimizing the overall service delivery of parks and recreation. Some of these Strategies suggest changes or adaptations to current practices while others imply embed those that are already in place and working well.

- A. Ensure that new and renewed partnership agreements are clear on responsibilities of each party and include key partnership evaluation metrics.
- B. Focus (and potentially increase resources allocated towards) on supporting community group capacity building.
- C. Ensure that equity, access, and inclusion are key considerations as future capital partnerships are considered.
- D. Develop a new allocations policy over the next 5 – 10 years.
- E. Develop a new fees and charges policy over the next 5 – 10 years.

Section 7 and Appendices B, C, and D provide implementation guidance to support the City with undertaking the recommended Strategies. It is important to recognize that implementation of the recommended Master Plan Goals and Strategies will occur over a number of years based on resource availability. Other municipal priorities and emerging issues and opportunities will also impact Master Plan implementation and may require the Strategies and their associated timing and steps/actions to be reviewed and adjusted accordingly.



Table of Contents

1	Introduction	1
1.1.	Master Plan Context and Purpose	2
1.2.	Master Plan Process	3
2	The Current Service Delivery Context	5
2.1.	The City's Investment in Parks and Recreation	6
2.2.	Facility and Amenity Overview	8
3	Key Findings from the Community Engagement and Research	13
3.1.	Overview of the Research and Engagement Inputs	14
3.2.	Key Findings	17
4	Goals for Parks and Recreation in Kimberley	21
4.1.	What are the Goals?	22
4.2.	6 Goals for Parks and Recreation in Kimberley	23

5 Facility Strategies	27
5.1. Overview and Prioritization Inputs	28
5.2. Strategies	30
6 Service Delivery and Management Strategies	65
6.1. Overview and Context	66
6.2. Strategies	67
7 Implementation	69
7.1. Strategies Implementation	71
7.2. Additional Master Plan Implementation Considerations	76
Appendices	79
Appendix A: Prioritization Framework	81
Appendix B: Trails Activity Parameters by Trail Activity from the Trans Canada Trails' National Guidelines for Classifying Multi-Use Trails	87
Appendix C: Best Practices in Facility Allocations	97
Appendix D: Fees and Charges Approaches	103
Appendix E: Community Review of the Draft Master Plan - Feedback Summary	105



1

Introduction



1.1. Master Plan Context and Purpose

Parks and recreation facilities are highly valued spaces and places that foster resident health, build vibrant communities, and make Kimberley an appealing location for both residents and visitors. As in most communities, the City of Kimberley manages (or partners on) a diverse portfolio of facilities that have been constructed across multiple decades. While many facilities have remaining lifespan, others require renewal if service levels are to be sustained. Recreation, culture, and leisure activity preferences and needs are also dynamic and continually evolving, requiring the City and its partners to balance sustaining what already exists with demands for new types of amenities and facilities.

The development of this document, a new Parks and Facilities Master Plan for the City of Kimberley, presents an opportunity for the City to ensure that future decision-making is informed and best aligned with community needs. The recommended priorities and focus areas identified in this Master Plan will support future actions, including resource allocation (e.g. annual and long-term capital and operational budgeting), potential partnerships, planning, policy development, and ongoing asset management over the next 10+ years.

1.2. Master Plan Process

The Master Plan process encompassed three overall stages of work. Significant time and project resources were allocated towards research and engagement, ensuring a comprehensive understanding of the state of parks and recreation in Kimberley (strengths, gaps, and opportunities). This information presented a basis and foundation for subsequent analysis, strategic direction setting, and development of the Master Plan.



Research and Engagement

Findings in the
"Current State" Research
and Engagement
Summary Report

May - October



Analysis and Strategic Direction Setting

October - December



Developing the Master Plan

Early 2024



Strategic Planning Alignment

For a strategic document like a Master Plan to be effective, it must be aligned with other overarching and relevant planning, policy, and frameworks. The graphic below identifies a number of local, provincial, and national planning documents with relevance to parks and recreation services in Kimberley. These documents were reviewed and alignment was sought during the development of the Master Plan wherever possible.





2

The Current Service Delivery Context



2.1. The City's Investment in Parks and Recreation

The City invests approximately \$2.7 million dollars annually in parks and recreation services, recovering approximately 24% of these expenditures for a total net investment of just over \$2.0 million dollars.¹ This investment is a significant proportion of the City's overall budget and does not include major capital works required to sustain, enhance, or add new infrastructure. The City does not currently receive funding support from other municipal or regional jurisdictions. Guidance on future funding and partnerships is provided in Section 7.2.

There are functionally three ways in which a municipality can provide recreation, culture and leisure opportunities to residents and visitors as illustrated by the following graphic. The City's current model relies heavily on indirect methods of service delivery. This approach helps keep costs down and leverages the significant expertise of community organizations, but also requires a strong system of volunteers and active community groups with sufficient program delivery capacity.

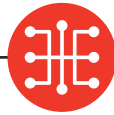
¹ Reflects an approximate average of 2018, 2019, 2022, and 2023 (budgeted) figures.

The Service Delivery Continuum

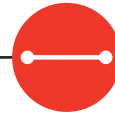
Indirect
Delivery



Mix of Direct &
Indirect Delivery



Direct
Delivery



Kimberley Examples:

- Operating agreement with the Kimberley Arts Council Society Centre.
- Providing subsidized ice time to user groups at the two City operated arenas.
- Grants and other in-kind supports to numerous groups (e.g. event and festival organizations).

Kimberley Examples:

- Working with the swim club to develop lifeguards.
- Library services.

Kimberley Examples:

- City operates the pool and is the primary "animator" of space through the provision of lessons, aqua fitness, and drop-in opportunities.
- Public skating programs at the arena.



2.2. Facility and Amenity Overview

Provided on the following pages is an overview of the parks and recreation facility inventory in Kimberley. As in most communities, this inventory reflects facilities develop across numerous decades through a combination of community, City, and partner led projects. It is important to recognize that the replacement value of City owned parks and recreation infrastructure (2024 dollars) is well into the hundreds of millions of dollars.

Important Parks and Recreation Facility Planning Consideration

The replacement value of City owned parks and recreation infrastructure (in 2024 dollars) is well into the hundreds of millions of dollars. Increased building standards (e.g. accessibility, sustainable design, etc.), construction cost escalation, higher user expectations, and a host of other factors are challenging many jurisdictions with simply sustaining “like for like” facility service levels as the cost to simply replace existing facilities is many times the original cost.

Indoor Facility Overview

Note: The letters and numbers provided in brackets indicate where the amenity/facility is located on the map provided on page 11.



2 Sheets of Ice

(Civic Centre & Marysville Arena)

(B, F)

(Walking track provided within the Civic Centre Arena, B)



1 Pool

(Kimberley Aquatic Centre)

(A)



1 Curling Rink

(Kimberley Curling Club)

(I)



1 Arts Centre

Includes a theatre, gallery space, pottery studio, studio with dance area.

(Centre 64)

(H)



1 Library

(Kimberley Public Library)

(E)



1 Museum

(Kimberley Heritage Museum)

(E)



1 Hall

(Centennial Centre)

(C)



1 Conference Centre

(Kimberley Conference and Athlete Training Centre)

(J)



Ski Lodge

(Nordic Club Centre)

(G)



1 Alpine Resort

(Kimberley Alpine Resort)

**Not owned or operated by the City.*



1 Gymnastic Centre

(Kimberley Gymnastics Club)



1 Indoor Tennis Facility

(Kimberley Indoor Tennis Courts)

**Not owned or operated by the City.*

Outdoor Facility Overview

Note: The letters and numbers provided in brackets indicate where the amenity/facility is located on the map provided on page 11.



1 Skateboard Park
(14)



4 Ball Diamonds
(2, 6, 16, 20)



19 Trail Heads
(188.3 km of trail within Kimberley City limits, 261.6 km of trails that begin within City limits)
(Refer to the Parks and Trail Head Map on page 77)



1 Bike Park
(13)



9 Playgrounds
(4 additional playgrounds at School locations)
(1, 4, 5, 8, 18, 23, 26, 27, 30)



5 Playfields
(3, 11, 19)



3 Outdoor Rinks
(8, 27, 29)



1 Splash Park
(24)



1 Lawn Bowling Green
(15)



2 Community Gardens
(17, 21)



4 Tennis / Pickleball Courts
(25)



2 Public Gardens
(7, 30)



24 Park Spaces
(Refer to the Parks and Trail Head Map on page 77)



3 Golf Courses
(Trickle Creek Golf Resort, Purcell Golf, Bootleg Gap Golf Course)
**Not owned or operated by the City.*



3 Basketball Courts*
(26, 38)
**Does not include school basketball hoops*

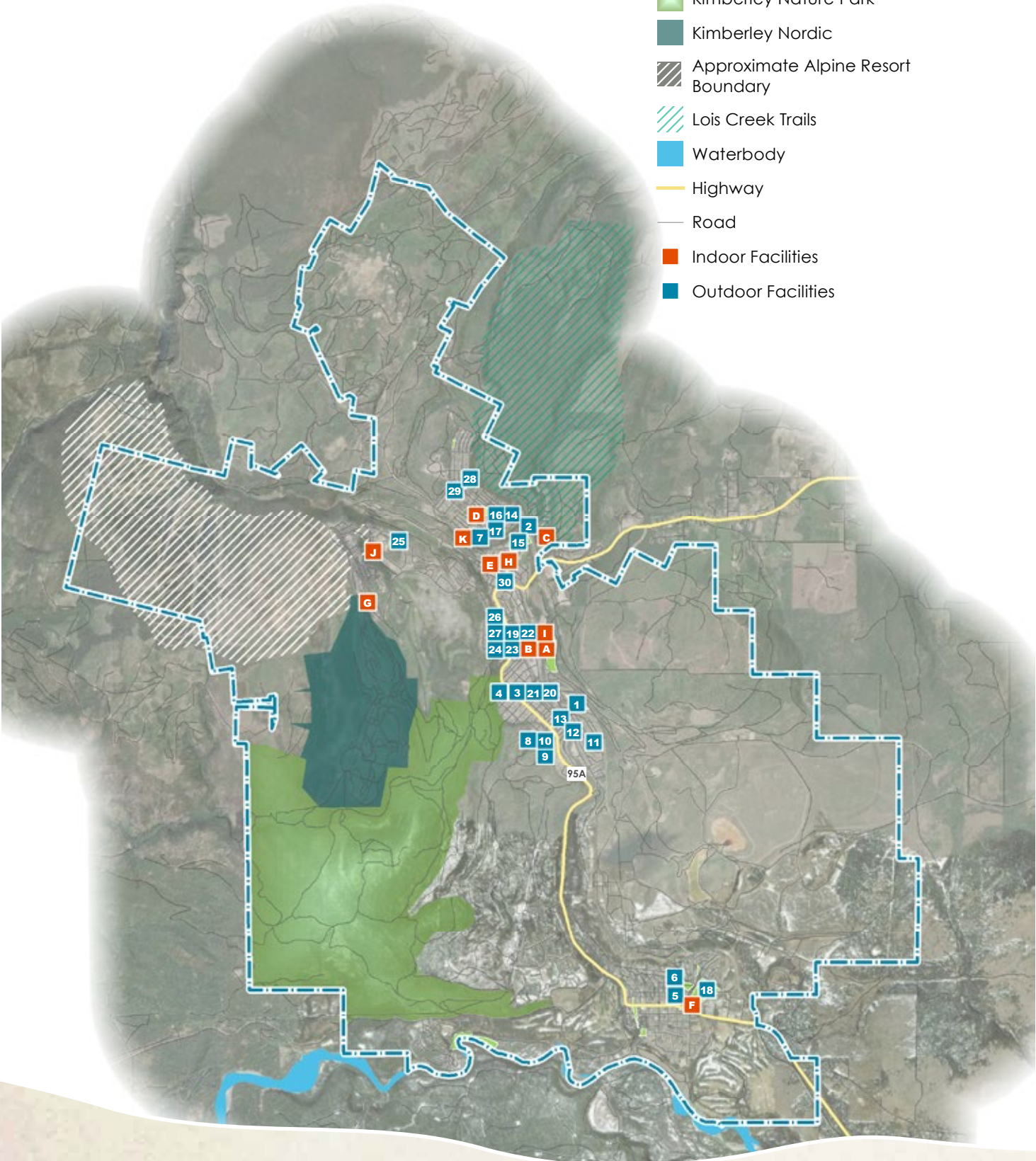
Spatial Overview of Parks and Recreation Infrastructure in Kimberley



0 0.5 1 2 km

LEGEND

- City of Kimberley
- Parks and Openspace
- Kimberley Nature Park
- Kimberley Nordic
- Approximate Alpine Resort Boundary
- Lois Creek Trails
- Waterbody
- Highway
- Road
- Indoor Facilities
- Outdoor Facilities







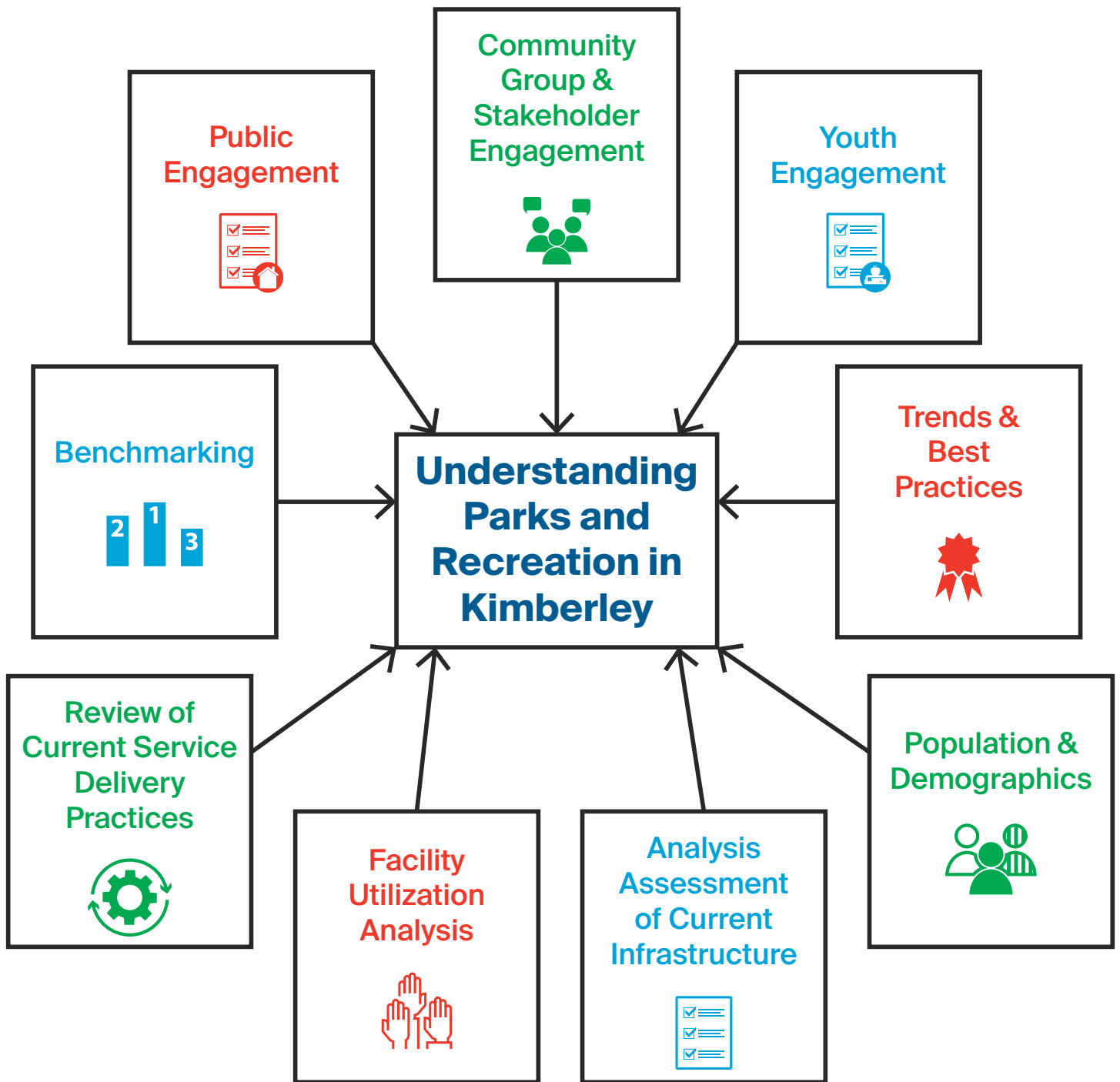
3

Key Findings from the Community Engagement and Research



3.1. Overview of the Research and Engagement Inputs

The graphic on the following page summarizes the many different research and engagement inputs that were used to analyze parks and recreation in Kimberley. The research and engagement was a critical aspect of the project that helped generate valuable insights into strengths, gaps, trends, and future needs. These inputs also provide a basis of information for priority setting (as further explained in Section 5.1) to ensure that the future direction provided by this Master Plan is data driven and based on sound rationale.





The engagement undertaken for the project included over 600 touchpoints with the community!



Open Houses

75 attendees
(combined attendances for two Open House sessions)



Sounding Boards and Online Idea Board

75 commentors
(approx. 110 comments)



Online Mapping Tool

19 'pins' on the virtual map



Coded Access Resident Survey

316 responses*



Open Access Resident Survey

62 responses



Community Group Survey

21 participating groups



Community Conversations

44 organizations / interests
(66 participants)



Youth Survey

34 responses

*The Coded Access Survey was fielded using a control mechanism (postcard with a unique access code for every responding household) and therefore provides a margin of error of +/- 5.3% 19 times out of 20.

3.2. Key Findings



Provided as follows are key findings and highlights from the research and engagement. The complete findings are available in the **“Current State” Research and Engagement Summary Report** background document.

Key Findings



Kimberley is growing. The community grew by 9% from 2016 to 2021, a higher rate of growth compared to the overall provincial average. Age demographics in Kimberley are consistent with provincial averages across most age groups with a few notable exceptions. Kimberley has a slightly higher proportion of younger children and youth (ages 0 -14), lower proportion of younger adults (ages 20 – 29), and higher proportion of seniors ages 65 and older. Available growth data indicates that the population distribution is likely to remain similar with the community approaching 10,000 residents around 2034. To meet future growth and population demographics, Kimberley will need to continue providing a balanced array of recreation and parks opportunities that appeal to a wide array of ages.



Kimberley is a destination community for recreation seeking individuals. Population data and analytics suggest/validate that access to an abundance of outdoor recreation opportunities attract individuals across a wide array of socio-economic means to Kimberley. As it relates to public sector recreation provision, these individuals are likely to have high demands for service levels with a willingness to try new and emerging pursuits as well as traditional ones.



Kimberley relies heavily on indirect delivery methods to provide recreation and parks opportunities. This method of service delivery typically involves the City providing subsidized facility time to community organizations that deliver programming to residents. The model has been effective in Kimberley and many communities over a number of years but is heavily reliant on volunteers who are experiencing some levels of “burnout”. Community capacity building will be critical to ensuring available resources can be most effectively leveraged to maximize programming availability for residents in the future. The City’s current staffing model is focused on facility operations with minimal community development or program support resources.



Kimberley has an extensive and valuable asset of recreation, parks, and cultural infrastructure. The replacement value of current City owned and operated assets is in the hundreds of millions of dollars. As many of these facilities are well tenured, significant re-investment will be required to sustain safe and functional operation. Available assessment data (see Section 3) suggests that decision making will need to occur in the short term on the future of many valued and cherished facilities.



Most facilities and amenities in Kimberley are well used. Analysis of arena, aquatics, sports fields, and diamonds indicates that these spaces are benefitting the community through high levels of use during their primary seasons. A number of these facilities also serve a broader catchment area beyond City boundaries.



Cost escalation is impacting recreation and parks. Like most other aspects of society, the cost structures to operate facilities continues to increase. The total cost recovery for the parks and facilities in Kimberley was 25% on average for the last three non-pandemic impacts years (2018, 2019, and 2022). As the City already operates with a lean staffing cadre and the majority of revenues are derived from user fees, the only way to improve cost recovery (if so desired) would be to increase rental, membership and program fees which could impact equity and use.



There are strong levels of satisfaction with parks and recreation opportunities.

Three-quarters of Resident Survey respondents are satisfied with the overall availability of parks and recreation opportunities. However, varying opinion exist on whether there are adequate facilities in Kimberley and these perceptions appear largely influenced by tenure living in the community (longer tenured residents were more likely to believe current facilities are adequate compared to newer residents).



Residents learn about parks and recreation opportunities in a number of different ways. Social media, the City's website, facilities posters and signage, and newsletter are all ways in which residents learn about programming and other activities. The City and its partners will need to continue ensuring that multiple platforms and tactics are used to reach different audiences within the community.



User groups and stakeholders are seeking clarity on re-investment into existing facilities and spaces. Representatives from organizations in Kimberley are passionate about a number of different parks and recreation amenities and would like to better understand the future plan for indoor ice facilities, Cominco Gardens, and other infrastructure that requires capital planning and investment.



Recreation and leisure-based pursuits are dynamic and continuously evolving.

Continued demand for spontaneous/unstructured activities, evolving older adult activity preferences (e.g. pickleball, fitness, etc.), and trail based activity demand are just a few notable trends being experienced regionally, provincially, and beyond. The City and organizations in the community will need to stay in-tune with trends and remain highly adaptive as activities grow or decline in popularity.







4

Goals for Parks and Recreation in Kimberley



4.1. What are the Goals?

The delivery of public sector parks and recreation services are most effective when there is a clear understanding of the key objectives and benefits that the provider (the City) is looking to achieve. Establishing clear Goals provides foundations from which to make decisions, measure performance, and articulate important values that reflect and rationalize the ongoing investment in parks and recreation.

The Goals identified for parks and recreation facilities and services in Kimberley are based on the following considerations.

- Alignment with key City strategic planning (including the Official Community Plan and Corporate Strategic Plan).
- Alignment with *A Framework for Recreation in Canada 2015: Pathways to Wellbeing* (the Framework identifies 5 Goals for the public recreation sector in Canada) and other provincial and national strategic planning, policy, and frameworks.
- Key community values identified or validated through the Master Plan engagement. These values included the importance of having access to diverse parks and recreation opportunities, the importance of outdoor recreation, and sustainable practices.

4.2. 6 Goals for Parks and Recreation in Kimberley

Through its investment in parks and recreation facilities and services, the City of Kimberley will aim to achieve the following overarching goals.

Goal	What does the Goal mean?	How can the City implement these Goals and track performance?
 Goal 1: Opportunities for All	Individuals of all ages, interests, and ability levels have the opportunity to enjoy the benefits of parks and recreation services. This means that the City will ensure it invests in a diverse array of opportunities and place an emphasis on equity, inclusion, and access. This Goal is important as affordability becomes a more significant challenge in the community and recognizes that not all residents have the same means to access programming or other activities.	• Ongoing audits of available programming. • Parks and playground assessment to review physical accessibility. • Resident engagement to assess satisfaction levels and perspectives on accessibility and sense of inclusion in parks and recreation facilities.
 Goal 2: Financially Sustainable Parks and Recreation	The City has finite resources and will be unlikely to meet all demands that exist in the community for facilities and programming. The City will strive to balance meeting needs with not becoming overextended and providing facilities that it cannot afford over the long-term. Achieving this Goal will require the City to carefully analyze future investments and prioritize potential projects based on sound data and a clear understanding of the cost-benefit relationship.	• Ongoing review of cost and benefits achieved. • Establishing specific Key Performance Indicators (e.g. cost recovery objectives) for key aspects of services. • Tax impacts. • Aligning fees and charges with expenditures. • Considering economic benefits when prioritizing projects.

Goal	What does the Goal mean?	How can the City implement these Goals and track performance?
 Goal 3: Environmental Leadership in Providing Parks and Recreation	Protection of the natural environment is a key value for residents of Kimberley. City strategic planning also recognizes that the municipality can play a leadership role in demonstrating sustainability. As climate change continues to occur and some resources become increasingly scarce and/or more costly, the provision of parks and recreation facilities will need to evolve accordingly.	• Tracking alignment with best practices. • Audits of facilities to assess and compare GHG and water use with best practice. • Consideration of best practices in sustainable design for new or retrofitted buildings. <i>*Recognizing that there is a cost impact to many sustainable design elements, achieving best practice (e.g. LEED certification) will need to be balanced with Goal #2.</i>
 Goal 4: Leveraging and Protecting Nature	Kimberley exists in a beautiful setting that draws both residents and visitors. Recreation, leisure and cultural opportunities are a critical element of the community's appeal and future investment into this infrastructure will need to balance the benefits accrued with growth and attracting visitation with environmental sustainability and conservation.	• Continue to work with partners and community groups involved in attracting visitation and profiling natural assets and outdoor recreation opportunities. • Ensure that future park planning and development aligns amenity installation/ construction with park suitability for visitation (e.g. install high visitation amenities at park sites that are well suitable for this intensity of use and avoid this level of development at sites that have sensitive ecosystems and environmental risk). • Tracking visitation/use and ensuring sufficient data exists to inform management and capital investment decision making.

Goal	What does the Goal mean?	How can the City implement these Goals and track performance?
 Goal 5: Commitment to Reconciliation and Decolonization	The City of Kimberley recognizes that it is located on the ancestral, traditional and unceded territory of the Ktunaxa Nations. Parks and recreation can play a key role in helping to advance reconciliation and work towards decolonization.	• Engaging local Nations to identify meaningful ways to decolonize the parks system. • Continued integration of Indigenous arts and culture into facilities, parks, and trails. • Regular review of how parks and recreation services are actioning pertinent Calls to Action contained in the Truth and Reconciliation Commission of Canada's Final Report and Calls to Action.
 Goal 6: Collaborated and Connected Parks and Recreation	The City of Kimberley relies heavily on partnerships and collaborations with a host of community organizations to provide facilities, programming, and events. Ensuring that the system remains strong will be critical to maximizing the supply of parks and recreation opportunities available to residents.	• Ongoing engagement with not for profit community organizations to identify skill and capacity gaps that the City can support improving by providing training or other resources. • Strong partnership agreements that are clear and sustainable. • Willingness to engage in dialogue with potential new partners. • The six Goals included in this section should be used to evaluate potential and new partnerships (partnerships that are best aligned with the most Goals should be prioritized).





5

Facility Strategies



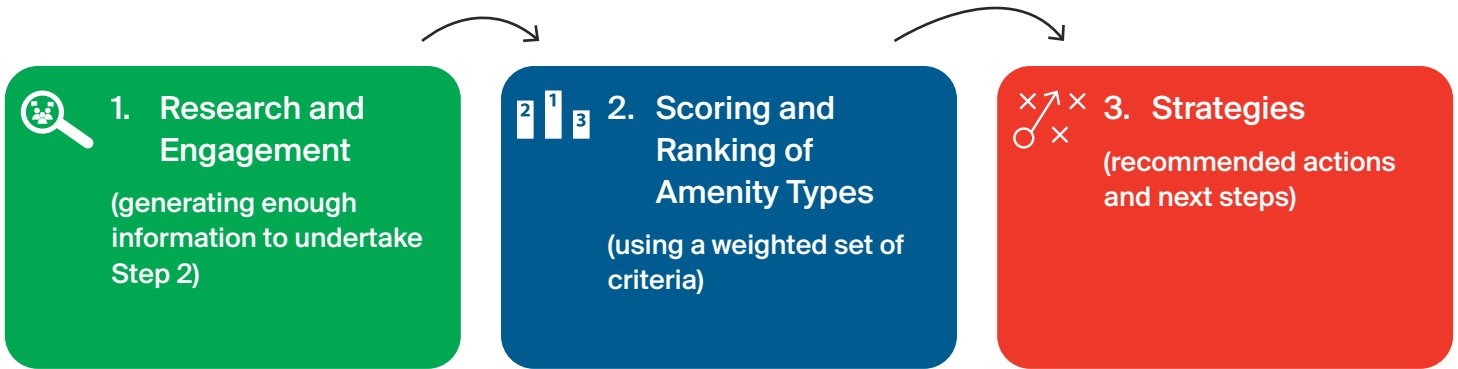
5.1. Overview and Prioritization Inputs

This section of the Master Plan provides recommended Strategies for several different types of parks and recreation facilities. These Strategies are intended to help the City optimize its provision of existing facilities and identify priorities for major capital investment. For each facility type, a recommended future service level approach is provided and explained as follows:

- **Invest to Sustain:** Service levels (overall quantity and general facility characteristics) should be kept similar to current. For some facility types, this will solely require good asset management practices while for other facility types it means that major capital investment will be required to renew or replace facilities that are at the end of their service life.
- **Increase / Enhance Investment:** A higher level of service is recommended. This could entail increasing the quantity of supply and/or undertaking major improvements to existing facilities to add support amenities, space quality, etc.
- **Decrease Investment:** None of the Strategies contained in Section 5.2 suggest that the City should currently consider decreasing service levels for any parks and recreation facilities. However, if the cost of sustaining or increasing / enhancing key priority facilities stresses financial resources, the City may need to revisit service levels and consider a reduction in service for underused types of facilities (e.g. decommissioning, not replacing at the end of its service life, etc.).

The Strategies identified in this section are informed by a Prioritization Framework. The Framework used a number of key research and engagement considerations to score and rank an extensive list of parks and recreation amenity types (as per Step 2 in the graphic below), providing a valuable point of reference from which the Strategies were developed (Step 3).

Additional information on Prioritization Framework (including the criteria, weighting, and results) is provided in Appendix A.





5.2. Strategies

Arenas

Current Supply:

- 2 ice sheets located at 2 facilities (Civic Centre & Marysville Arena)
- 1 sheet for every 4,058 residents

Recommended Future Service Level Approach (Relative to Current):



Invest to Sustain

Key Considerations:

- Prime time ice utilization has ranged between approximately 70 - 90% during non-pandemic impacted years. This level of use suggests that arena ice is not at or over capacity, however reducing supply by one ice sheet would result in capacity challenges (as has been the case during times when one ice sheet has needed to be taken offline due to unexpected repairs or maintenance).
- Both the Civic Centre & Marysville Arena are older facilities and require significant reinvestment to sustain service life, ensure continued safety, and align with best practices in accessibility.
- Cranbook has experienced challenges with aging ice arenas, impacting ice demands in Kimberley. Future regional ice arena supply will impact ice demands locally in Kimberley.
- Provision levels for ice arenas typically expand (worsen) as a community grows. For example, provision levels in cities of ~100,000 residents are usually in the range of 1 ice sheet for every 10,000 - 15,000 residents and in cities of ~500,000+ this level of provision often expands to 1 ice sheet for every 20,000 - 25,000 residents.

Strategies:

- Undertake an Arena Strategy to explore the best options and associated costs to sustain 2 ice sheets.
- Use the information provided by the Arena Strategy to make a final decision as soon as possible on the best move forward approach for arenas in Kimberley that balances community ice needs, amenity preferences, and financial resource realities.

The City's two ice arenas, the Civic Centre (constructed in 1962) and Marysville Arena (constructed in 1974), are highly valued but nearing the end of their service life. Assessments completed in 2022 / 2023 identified the following ratings for both facilities:

- Civic Centre: FCI between 35% – 42% (Critical)
- Marysville Arena: FCI between 24% – 28% (Poor)



Explaining the Facility Condition Index

The facility condition index is a tool used to gauge the physical condition of a building system or facility. It's represented as a percentage and is calculated by taking the expected cost to bring the facility up to acceptable standards (e.g. through repair and building systems replacement) and dividing it by the total replacement value.

Facility Condition Index (FCI)

An industry standard measure used to compare relative business conditions.

$$\text{FCI} = \frac{\text{Total cost of existing deficiencies}}{\text{Current replacement value}}$$



While there is not a universally applied threshold for repair vs replacement, typically facilities with an FCI greater than 20% are approaching a condition level which suggests that replacement should be strongly considered instead of repair due to the following key factors:

- Likelihood of finding additional issues if major repair is attempted.
- Repairs undertaken are unlikely to extend service life into the long term as a result of other building deficiencies and therefore may not be a prudent investment relative to replacement cost (as per the overall methodology behind the FCI model).

It is however important to recognize that every community has a unique context and characteristics that must be integrated into decision making. These include land supply and the heritage or place-making value of a facility, a consideration that is pertinent to the Civic Arena.

Analysis of available utilization data suggests that 2 ice sheets is an optimal level of supply in Kimberley. While neither arena is at or over capacity, there would not be enough capacity to accommodate existing ice users if only one sheet were available. As previously noted earlier in this sub-section under key considerations, provision levels for arena ice sheets are provided at a better per capita ratio in smaller communities (e.g. a community the size of Kimberley has significantly more ice sheets per capita than a larger centre like Kelowna or Kamloops).

Arena	% of Prime Time Ice Booked (2019/2020 Ice Season)	% of Prime Time Ice Booked (2022/23 Ice Season)
Civic Centre	76%	73%
Marysville Arena	79%	45%*

**Impacted due to arena shutdown for repairs. Prime time utilization was 79% in 2019/20 and 86% in 2018/19.*

Given the age and condition of the existing arenas, heritage value of the Civic Centre, and limited land supply, the best approach for the City is to undertake an Arena Strategy that explores options and associated costs for sustaining two sheets. More specifically, this Strategy should comprehensively explore the following key considerations to ensure Council has enough information to make a final move forward decision.

- Spectator capacity needs
- Support amenity needs
- Potential test fit locations and opportunities to integrate arena ice with other recreation amenities
- Regional ice supply dynamics, needs, and potential partnerships
- Phasing options
- Cost comparison of building new vs significant repair to one or both of the existing arenas (building on the 2022/23 assessments and including a more robust assessment of potential risks associated with repair)
- Opportunities to include other amenities identify as high priorities through the Prioritization Framework (walking/ running tracks, fitness amenities or spaces, etc.).

Ideally, the Arena Strategy will provide a long-term plan that works towards creating a single multi-sheet facility that includes a performance arena (with spectator and event hosting capacity) and basic community rink. Opportunities to co-locate ice arenas with other types of recreation and civic infrastructure should also be prioritized if available/ viable. Given the potential to meet other non-ice needs, it may be prudent for the City to conduct the Arena Strategy with or in alignment with other space planning. Aligning this planning additionally presents an opportunity to explore the future of the current recreation campus that includes the Civic Arena, Aquatics Centre, Curling Club, and tennis/ pickleball courts.



Arts, Culture and Heritage

Current Supply:

- Centre 64 arts and cultural hub facility that includes a theatre (126 person capacity), studio space (120 person capacity), gallery (103 person capacity), meeting room, and kitchen.
- Kimberley Heritage Museum (located in the upstairs of the library building).
- Public arts features and installations throughout the community.

Recommended Future Service Level Approach (Relative to Current):



Invest to Sustain

Key Considerations:

- Centre 64 is well utilized but was impacted by the COVID-19 pandemic. Available data suggests a gradual bounce back to pre-pandemic levels of programming and space utilization.
- The agreement between the City and Kimberley Arts Council for Centre 64 requires renewal.
- Downtown planning has placed a significant emphasis on creating space for arts and culture events, activities, and public art.

Strategies:

- A. Renew the agreement with the Kimberley Arts Council for Centre 64.
- B. As part of the renewed operating agreement and broader City budgeting processes, ensure that sufficient funds are allocated towards a capital reserve for lifecycle renewal and replacement.
- C. Continue to work with local Nations and rights holders to identify opportunities to advance Indigenous arts and culture in the community.
- D. Continue to ensure arts, culture, and heritage amenities are a key aspect of future planning and, wherever possible, integrated into new and renewed parks and recreation facilities.

Centre 64 is a regionally significant arts hub that provides space for a wide array of performing and visual arts activities. These activities not only benefit local residents but also draw visitors and advance Kimberley's reputation as a dynamic and creative community. The 2022/23 facility assessments conducted for Centre 64 indicated a broad FCI rating of 4% - 24% with the majority of the estimated \$1.3 M in repairs required in the long-term (10-20 years). It is recommended that the City renew the agreement with the Kimberley Arts Council for Centre 64 and work together to ensure that a sound funding plan is in place to undertake the necessary repairs as recommended. This funding plan should be clearly outlined in the new operating agreement with clarity around roles and responsibilities pertaining to long-term facility renewal.

The need for arts creation spaces was identified as a high priority in the Prioritization Framework. While Centre 64 and other public and private community spaces meet some of these needs, future reinvestment into Centre 64 and other community facilities should revisit art studio and maker space needs. The City is in the process of investing significantly (approximately \$750,000) on a stage and landscape project for Centre 64.

<https://www.facebook.com/kimberleyartsatcentre64/photos>

Downtown planning and design in Kimberley has focused significantly on promoting the unique heritage and history of the community. Opportunities to increase Indigenous arts and culture throughout the community should be explored in collaboration with local Nations and rights holders to advance reconciliation and decolonization. The renewal and development of parks and recreation facilities provide an excellent opportunity to feature local artists and public art of all types, including Indigenous art and design features. The creation of a new public art policy and/or Arts and Culture Strategy could help provide a point of reference to guide the inclusion of public art and design features in new and renewed facilities.

The Kimberley Heritage Museum, located in the second floor above the Kimberley Public Library, plays a critical role in heritage preservation and interpretation. It is important for the City to continue supporting the work of the Society.





Aquatics

Current Supply:

- 1 indoor pool (Kimberley Aquatics Centre)

Recommended Future Service Level Approach (Relative to Current):



Invest to Sustain

Key Considerations:

- The facility is extremely well utilized. Available utilization analysis suggests a high level of regional resident use.
- The majority of facility use (>75%) is recreation and leisure based.
- While the facility is relatively new (2007), recent assessments indicated that approximately \$2.4 M will be required to sustain the facility over the next 20 years (\$1.7 M required in the next 5 – 10 years). The City has recently undertaken \$750,000 of this work, reducing these estimated totals accordingly to \$1.65 M over the next 20 years and \$950,000 over the next 5 to 10 years.

Strategies:

- A. Undertake the necessary lifecycle investments to maximize service life of the facility and reduce the risk of future long-term shutdowns.
- B. Improve data collection and analysis in order to gain a better understanding of users and provide a database of information that can help inform future programming and scheduling.
- C. Continue to invest in programming and initiatives aimed at recruiting, training, and retaining lifeguards and instructors.

The provision of aquatics infrastructure represents the costliest single facility type within most municipalities portfolio of parks and recreation infrastructure. In Kimberley, the Aquatics Centre represents approximately 35% of the overall net operating cost (subsidy) of all parks and recreation services.¹ It is also important to note that these costs do not include major capital repairs.

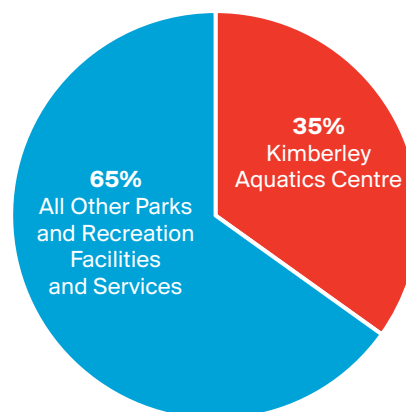
The Aquatics Centre was constructed in 2007 and has an FCI rating of 8% – 22% (Fair to Poor) with an estimated \$1.65 M required over the next 20 years (\$950,000 required over the next 5 – 10 years). Undertaking necessary repairs when they are required will be important to sustaining service life and reducing future downtime due to unexpected shutdowns.

The value of aquatics services in the community is extremely high, with the Resident Survey indicating that the Aquatics Centre is the most frequently used indoor facility in Kimberley.

Analysis of available utilization data indicates that the Aquatics Centre accommodates between 9 – 11 annual swims per capita. For comparison purposes, a typical benchmark used across the province for optimal aquatics infrastructure service levels is approximately 6-7 swims per capita.² That Kimberley is exceeding this benchmark suggests that one or multiple of the following could be occurring:

- High level of non-resident use.
- Aquatics staff have been successful at facilitating a high level of use and mitigating capacity challenges.
- Available data is not accurate.

Proportion of Total Parks and Recreation Services Net Operating Cost (Ongoing Annual Subsidy)



Resident Survey Findings

- 20% use the Aquatics Centre Daily or Weekly
- 20% use the Aquatics Centre Monthly
- 28% Use the Aquatics Centre a few times per year
- Less than one-third of respondents (32%) indicated that they don't use the Aquatics Centre.

¹ Based on an average of 2018, 2019, and 2022 revenues and expenditures.

² The benchmark of 6-7 swims per capita is used to represent a threshold at which aquatics infrastructure are recovering as much cost as possible without being over-capacity and unable to meet community needs.

As in most communities, the majority of swim visitation is recreation and leisure based. From 2018 – 2022, swim visits attributed to recreation and leisure based swimming remained fairly consistent at between 75% - 80% of total swim visits, followed by fitness based swim visits at between 11% - 18%.

Activity Type	Description
 Recreation and Leisure	Swimming for fun. Swimming for fun with specialized amenities like waterslides, wave pools, lazy rivers, play equipment, etc.
 Skill Development	Primarily swim lessons but also other skills taught in lesson format.
 Fitness	Lane swimming and structured aquacise/fitness classes.
 Sport Training	Aquatic sport training programs. Training requiring specialized amenities such as diving tanks, underwater sound systems, timing systems etc.
 Special Events	Pool rentals, birthday parties, swim meets competitions, major tournaments, etc.
 Therapy and Rehabilitation	Therapy and rehab for those with varying abilities and those recovering from surgery or injury, zero entry access and some assisted support for access. Specialized access systems and therapy/rehabilitation elements, separate tanks with various water temperatures.
 Leadership Training	Lifeguard, aquatic instructor training, leadership and development programs.

Moving forward, it will be important for aquatics staff to continue monitoring trends and adjusting the allocation/scheduling of water space based on evolving community needs. Enhanced data tracking and management practices can also help ensure that programming and scheduling continue to be aligned with community needs.

Attracting, training, and retaining aquatics staff will also remain a critical aspect of meeting community aquatics needs. The COVID-19 pandemic and changes to the providers of aquatics leadership training have impacted the supply of certified on-deck staff, impacting the ability of many communities across Canada to fully maximize operational hours and meet aquatics programming demands. It is recommended that the City of Kimberley continue to work closely with the local swim club to provide advanced aquatics training opportunities and recruit future lifeguards. Opportunities to promote lifeguarding as a part-time and career opportunity should also be pursued with local schools and post-secondary institutions.



Ball Diamonds and Playfields

Current Supply:

- 4 ball diamonds (2 diamonds at Coronation Park, 1 diamond at Rotary Park, and 1 spontaneous use diamond at Lions Park)
- 5 natural grass playfields (3 full sized at Purcell, 2 mini-fields at Giegerich and Blarchmont)

Recommended Future Service Level Approach (Relative to Current):



Invest to Sustain

Key Considerations:

- There are two primary ball diamond user groups – Kootenay Little League and Kimberley Mixed Slo-pitch.
- There are two primary playfield user groups - Kootenay East Youth Soccer Association and the Kimberley Soccer League. However, private rentals comprise a relatively large proportion of playfield time.
- Ball diamond and playfield utilization has ranged between 60 – 88% over the past 5 years. This level of use indicates that these facilities are well used but not at or over capacity.
- Both ball diamond and playfield utilization is highly concentrated over a few specific months, occurring predominately from April – June and September – October.

Strategies:

- A. Undertake the required capital maintenance and enhancement projects to ensure that ball diamond and playfield facilities and amenities remain safe, functional, and aligned with best practice.
- B. Work with user groups to identify opportunities to extend seasons of play.

Available bookings data suggests that the current supply of ball diamonds and sports fields is sufficient. These facilities remain well used but are not at or over capacity. It is recommended that the City continue undertaking the required capital maintenance and enhancement projects to Coronation Park, Rotary Park, Purcell Field, and Lions Park, including:

- Renewal of seating benches to increase accessibility and ensure safety.
- Repair and replacement of backstops and fencing (where applicable).
- Ball fence capping where applicable.
- Ongoing monitoring or surfacing and repair/renewal as required.

While ball diamonds and playfields in Kimberley are well used during their traditional and primary seasons of play, opportunities exist to extend seasons of play and/or develop alternative programming that can use these amenities on a more regular basis. Doing so will expand the benefit that these amenities provide to the community and could foster more interest in sport field and ball programming.





Conference and Event Hosting Facilities

Current Supply:

- Kimberley Conference and Athletic Training Centre (KCATC)
 - » 24,000 sq. ft.
 - » Athlete Training Centre
 - » Ballroom (500 person capacity)
 - » Number of smaller meeting, conference, and multi-purpose rooms

Recommended Future Service Level Approach (Relative to Current):



Invest to Sustain & Monitor Trends

Key Considerations:

- The facility is owned by the City of Kimberley and managed and operated by the Resorts of the Canadian Rockies (RCR).
- Available bookings data suggests that capacity for more bookings/use. Recent circumstances such as the COVID-19 pandemic and temporary loss of a chairlift at the Kimberley Alpine Resort (2021 ski season) have significantly impacted use and revenues at the facility.
- Conferences and events at the facility are a key driver of visitation to the community.

Strategies:

- A. Undertake a study to determine the best long-term management approach for the Kimberley Conference and Athletic Training Centre.

The Kimberley Conference and Athletic Training Centre (KCATC) is owned by the City and currently operated by the Resorts of the Canadian Rockies (RCR). The facility is highly valuable to the community and region but not currently used to capacity, with a number of recent circumstances impacting use. As with most facilities, the KCATC will require ongoing capital re-investment. However, somewhat different from other recreation and culture facilities owned by the City, conference venues operate in a highly competitive and dynamic marketplace that impacts the need to ensure facility amenities, aesthetics, and other attributes remain appealing.

A decision is required on the future management and operations of the KCATC. It is recommended that the City undertake a study that comprehensively explores potential approaches, including:

- Contracted operations to an outside entity.
- Direct City operations.
- Other alternatives.

This study should analysis both the direct financial impact to the City and indirect impacts (e.g. economic benefits) of the above noted options and provide recommendations.





Curling

Current Supply:

- 1, 6 sheet facility (Kimberley Curling Club)

Recommended Future Service Level Approach (Relative to Current):



Invest to Sustain

Key Considerations:

- The Kimberley Curling Club has been operating since 1924 and completed their 100th season of curling.
- The current facility is 60+ years old and requires significant renewal or replacement as per recent assessments.

Strategies:

- A. Renew the partnership agreement with the Curling Club on a short-term basis.
- B. Continue to work with the Club to prioritize repairs needed to extend service life of the facility for the short term.
- C. Explore replacement options as part of the recommended Arena Strategy. If not deemed viable due to costs and/or land supply, support the Club with developing a business case to look at alternative options and approaches.

Like the two ice arena facilities in Kimberley, the Curling Club is aging and a decision needs to be made on whether major repair or replacement should be undertaken. The 2022/23 assessments identified an FCI value of 23% - 36% (Poor to Critical) and estimates that \$1.6 M will be required to sustain operations at the current facility in the short term (1-5 years).

Membership and participation data indicates that the Club is slowly recovering from the COVID-19 pandemic and gradually working back towards pre-pandemic levels of participation.

	Membership and Participation				
	2018 - 2019	2019-2020	2020-2021	2021-2022	2022-2023
Curling Members: Adult	203	200	150	208	216
Curling Members: Youth	13	14	0	26	32
Dart League Members	Not Tracked	Not Tracked	Not Tracked	30	38
Adult Non- Members	332	384	0	163	212
Youth Non- Members	320	340	0	18	269
Total Participants	868	938	150	445	767

Provincially and nationally, curling trends vary greatly from community to community, often based on several factors:

- Demographics
- Local Club ability to adapt programming and be creative
- Strength of youth leagues

Kimberley appears better positioned than many communities to sustain a strong curling community based on these factors. It is recommended that the City renew the partnership agreement with the Curling Club on a short term basis and work actively with the Club to prioritize repairs needed to extend service life of the facility for the short term.

Longer term solutions for curling infrastructure are best explored as part of the recommended Arena Strategy as the most cost effective way to provide a curling facility on a long-term basis is as part of a multi-use ice facility that can share building systems, common areas, staff functions, and other support amenities. If the inclusion of a curling facility is not deemed viable as part of such a multi-use facility, it is recommended that the City support the Curling Club with developing a business case to explore alternatives, which could include:

1. Fundraising to repair the existing curling club or replace it on the same site.
2. Developing a new facility at a privately owned site (e.g. golf club).
3. Amalgamation with another regional club (or joint development of a regionally servicing facility).

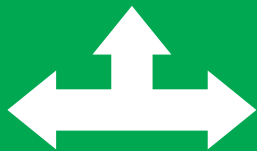


Libraries

Current Supply:

- 1 library (Kimberley Public Library and the Kimberley Heritage Museum)

Recommended Future Service Level Approach (Relative to Current):



Increase / Enhance
Investment

Key Considerations:

- The library occupies the bottom floor of the building and encompasses approximately 4,900 sq. ft. of space (0.6 sq. ft. per capita).
- 0.5 – 0.6 sq. ft. per capita of library space is often used as a guideline for planning purposes in Canada.
- A building condition assessment will be conducted in 2024 which will provide further clarity on required capital re-investment.

Strategies:

- A. Over the short to medium term, continue to maximize use of existing library space.
- B. Explore opportunities to include a library as part of a future recreation facility project.

0.5 – 0.6 sq.ft of library space per capita reflects a national average and planning benchmark used by many jurisdictions when undertaking future library planning.³ Kimberley is currently aligned with this benchmark (approximately 0.6 sq. ft per capita based on the 2021 population of Kimberley) with the current 4,900 sq.ft. facility located in the Platzl. While the overall volume of space does not appear deficient, findings from the community engagement indicate that the space may not be functional and many residents believe that enhanced library space is needed.

In the short to medium term, it is recommended that the City continue to work with Kimberley Public Library to make maximum use of the existing space. The opportunity to include a new library in a multi-purpose recreation or other type of new civic facility should be explored as part of these planning exercises. Like most libraries, the Kimberley Public Library has become a key hub for individuals that are new to the community and/or require information on other resources or supports. Pairing a new library with other amenities can help the library better achieve its broader mandate, increase convenience for users, and capitalize on a number of shared space and operational efficiencies.

If the library moves to a new location in the future, it will be important for the City and Museum Society to work collaboratively to ensure that their space needs are adequately met.

3 <http://culc.ca/wp-content/uploads/2021/03/2019-CULC-Public-Library-Statistics.pdf>



21% of Resident Survey respondents identified libraries as a space priority (6th highest among all indoor spaces).

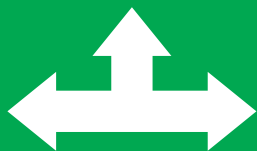


Multi-Purpose, Large Span, and Dry-Floor Program Spaces

Current Supply:

- Centennial Centre (hall, commercial kitchen, program rooms)
- Kimberley Gymnastics Club (operated through a partnership with the Kimberley Gymnasium Club; currently being rebuilt due to fire)
- School gymnasiums

Recommended Future Service Level Approach (Relative to Current):



Increase / Enhance
Investment

Key Considerations:

- Kimberley does not have a community gymnasium, field house, or flexi-hall type of space that is regularly available for program and spontaneous use.
- The Centennial Centre is a key multi-purpose program space that facilitates a variety of older adults programming, food security initiatives, social events, public health clinics, and meetings.
- A building condition assessment is being conducted in 2024 to provide further clarity on required capital re-investment.

Strategies:

- A. Undertake a feasibility study to explore costs and options for an indoor multi-sport or community gymnasium facility.
- B. Work with the school system to identify joint use partnerships and other potential collaborations that can increase the supply of multi-sport and gymnasium space in the community.
- C. Further explore the condition of the Centennial Centre and develop a long-term plan for renewal or replacement of the facility.

Providing a large span field house or community gymnasium facility can meet a wide array of structured and unstructured recreation and sport needs in Kimberley. Currently, large span indoor space is limited to school gymnasiums which have minimal and inconsistent availability and the hall space at the Centennial Centre which is relatively small with a low ceiling span not suitable for many activities. Undertaking feasibility analysis is required to explore potential sites, opportunities for facility and amenity synergies (e.g. potential co-location with ice arena or other community infrastructure), and cost impacts (capital and operating).

It is also recommended that the City work with the various school system providers in the community to identify potential collaborations that can provide mutual benefits. These collaborations should include the development of a new joint use agreement that can provide increased gymnasium access to community groups at schools. The exploration of a new multi-sport / gymnasium facility should additionally, at minimum, involve school providers as a key stakeholder and could potentially involve collaborative investigation of potential capital and/or operating partnership opportunities.

The Centennial Centre is a long tenured community facility that provides critical space for a number of recreation, social, and other services. It is recommended that a comprehensive assessment be completed on the facility to inform future decision making. If the results of the assessment suggest that repair is not the best move forward approach, the spaces and services accommodated in the facility may warrant consideration as part of the potential indoor multi-sport/community gymnasium facility, library, or other potential civic and recreation facility projects. If the assessments suggest that the facility has sufficient remaining service life, it is recommended that the City work with the Seniors centre, Healthy Kimberley, and other key facility user groups and stakeholder to develop a long-term space renewal plan.

The City has recently renewed the agreement with the Kimberley Gymnastics Club. The new agreement includes more robust language and clarity on key roles and responsibilities pertaining to the rebuilt facility.

Overall needs for community program and meeting space, studio space, and other types of multi-purpose program space should continue to be evaluated on an ongoing basis and considered as facility projects are being planned. Opportunities to promote the use of existing low cost meeting space should also be promoted to community organizations and made available whenever possible.



Parkland, Playgrounds, and Specialized Park Amenities

Current Supply:

- 25 hectares of parkland (3.08 ha. per 1,000) **Not including the Nature Park, Lois Creek, and Nordic Centre.*
- 24 Total Park Spaces
- 9 Playgrounds (4 additional playgrounds located on school sites)
- 1 Dog Off-Leash Area
- 1 Lawn Bowling Green
- 2 Public Gardens
- 2 Community Gardens
- 1 Splash Park
- 1 Bike Park
- 1 Outdoor Fitness Equipment Location / Station

Recommended Future Service Level Approach (Relative to Current):



Increase / Enhance
Investment

Key Considerations:

- Kimberley is experiencing some growth which presents both an opportunity and risk to existing parkland supply.
- Benchmarking research suggests that Kimberley is generally consistent with comparators for most types of outdoor park amenities.
- As in most jurisdiction, parkland and park amenities are not distributed equally across all neighbourhoods.

Strategies:

- Utilize the recommended Park Classification system to guide future planning, management, and service levels.
- Sustain current municipal parkland provision at 3.0 – 3.25 ha. per 1,000 residents and focus resources on optimizing park experiences and addressing identified geographic and neighbourhood gaps.
- Diversify playground experiences through renewals and new installations.
- Continue with and advance planning to revision Cominco Gardens as a significant, unique, and financially sustainable destination within Kimberley.
- Identify options and sites to meet outdoor event space needs.
- Develop and update Management Plans for all Destination Parks every 10 years.
- Undertake an Urban Tree Inventory and Management Plan.
- Continue to follow priorities established by the East Kootenay Invasive Species Council.
- Engage with Forest Crowne residents to further explore identified recreation needs, gaps and opportunities.

Parks and park amenities are highly valued by Kimberley residents and provide numerous benefits, including:

- Free space for individuals of all ages, interests, and socio-economic backgrounds.
- Amenities and features that create a sense of place, belonging, and community character.
- Ecological benefits (water management, carbon sequestration, erosion control, etc.).
- Support cooling and provide places of respite during heat waves.

Renewing park furniture and support amenities as required will help ensure that residents continue enjoying quality and comfortable experiences at parks. As renewal occurs, opportunities also exist to replace aging furniture and amenities with newer ones that better support accessibility and integrate public art.

The overall volume of municipal parkland in Kimberley is currently sufficient. It is recommended that the City target sustaining approximately 3.0 – 3.25 ha. of municipal parkland per 1,000 residents through land acquired via development.

	Total Ha.	Total Ha/ 1,000
Municipal Parks (minus cemetery)	25.00	3.08
Nature Park	845.60	104.20
Lois Creek (entire boundary)	586.46	72.27
Nordic Centre	271.50	33.46
Total	1,728.56	213.01

Land acquired through development should be high value with park amenity development and functional use potential. Examples of parkland that is not ideal to receive through development includes:

- Linear parkland that is not well suited to trail development (or that does not connect existing trails).
- Stormwater areas, utility corridors or similar.
- Small neighbourhood or pocket parks that lack street frontage and/or are not easily accessed via planned pathways, trails, or other viewable points of access.

Accepting cash in lieu is acceptable when sufficient parkland is not available or a neighbourhood is already deemed to have adequate park amenity supply and funds can be redirected to projects with a higher benefit.

City investment over the next 10 years should focus on optimizing parkland and park amenity supply through addressing geographic gaps, ensuring quality and diverse park experiences, and ensuring that the inventory is sustainable and resilient.

The City has responsibility for two cemeteries (Kimberley Cemetery and Marysville Cemetery) and will need to ensure that capital repairs are undertaken as required. Fees and operational practices related to changes in burial practices should also be reviewed on a regular basis and adjusted as required.

The following tables outline a park classification system that has been developed to provide a structure from which to plan and manage the park system. Using this system can help ensure amenity consistency, clarify service levels, and provide high-level guidance when improving existing parks or developing new ones. The classification system should be applied to parks operated directly by the City and those under the jurisdiction of the City and operated in full or part through partnership agreements.

Destination Park	
Purpose and Primary Function	Major parks that provide amenities and experiences that serve the entire community and draw visitation. These parks include major outdoor sport and recreation amenities, larger (destination) play features, event space, etc. Destination nature parks and similar regionally serving outdoor sports facilities (e.g. Nordic Club). <i>*Management plans should be developed for all Destination Parks every 10 years.</i>
Typical Size	Dependent on activity and amenity context.
Location, Access, and Connectivity Characteristics	Accessible via primary motorized and active transportation routes (e.g. major community trails).
Amenities	• Parking • Permanent washrooms accessible year-round • Water supply • Shelter space • Multiple benches and tables • Multiple garbage bins • High level of interpretive and wayfinding signage
Level of Maintenance Input	High priority (daily or weekly depending on levels and types of use) during primary season(s) of use.
Current Locations	• Cominco Gardens • Rotary Park • Central Park (Lions Playground) • Purcell Park • Marysville Eco Park • Skatepark and Bike Park • Coronation Park • Kimberley Nordic Centre

Plaza and Specialty Amenity Parks	
Purpose and Primary Function	Urban plazas and other types of small scale parks that are home to installations such as public art, heritage features, etc.
Typical Size	Dependent on activity and amenity context.
Location, Access, and Connectivity Characteristics	Primarily located in high-traffic areas and accessible via walkways and pathways.
Amenities	Dependent on activity and amenity context.
Level of Maintenance Input	Daily monitoring and regular maintenance
Current Locations	• Kimberley Platzl • Veterans Memorial Park • Future Centre 64 park and greenspace

Community Parks	
Purpose and Primary Function	These parks serve an area / sector of the community (multiple neighbourhoods) and typically include a larger outdoor amenities such as an outdoor rink or multiple smaller amenities (playgrounds, sport court, community gardens, etc.). Shared school sites and mini-playfields fit into this category as well.
Typical Size	2 ha. or larger
Location, Access, and Connectivity Characteristics	Strong connectivity via the trails and pathway system as most users to these parks access them via active modes of transportation.
Amenities	• May have permanent or temporary washrooms • Benches and tables • Garbage bins
Level of Maintenance Input	Moderate priority (weekly or bi-weekly)
Current Locations	• Blarchmont Park • Stemwinder Park • Rotary Drive • Lois Creek Park • McDougal Park

Neighbourhood and Pocket Parks	
Purpose and Primary Function	These smaller park sites typically include no more than two smaller scale amenities (e.g. basic playground structure, sport court, community garden) and serve a localized area (majority of use is from residents within 400 metres).
Typical Size	0.5 – 2.0 ha.
Location, Access, and Connectivity Characteristics	Accessible via pathways and neighbourhood trails (where applicable)
Amenities	• Benches and tables • Garbage bins
Level of Maintenance Input	Low-moderate priority (bi-weekly)
Current Locations	• 107th Avenue Park • Triangle Park • Swan Park* • Garden Park* • Giegerich Field <i>*Swan Park and Garden Park host temporary outdoor rinks in the winter and therefore serve a Community Park function for ~4 months of the year.</i>

As identified in the Destination Park classification table, Management Plans should be developed for all Destination Parks every 10 years. These plans are needed to ensure that:

- Mandate and objectives of the park are clear.
- Service levels are reviewed and aligned (or adapted) based on current levels of use.
- Adequate amenities, access controls, and other operational structures are in place to protect sensitive habitats, park features, and amenities (where applicable).
- Address changes to how the space is being used and provide guidance on how to manage these new or emerging uses.

Analysis of the park system identified a few specific gaps that should be priorities for future park investment. These areas include:

- Forest Crowne (park and playground investment needed).
- Downtown (park and playground investment needed).
**The new Centre 64 park and greenspace will support adding park space to the downtown core.*
- Ski hill areas (parks and playground investment needed).

Parks with Access to Playgrounds

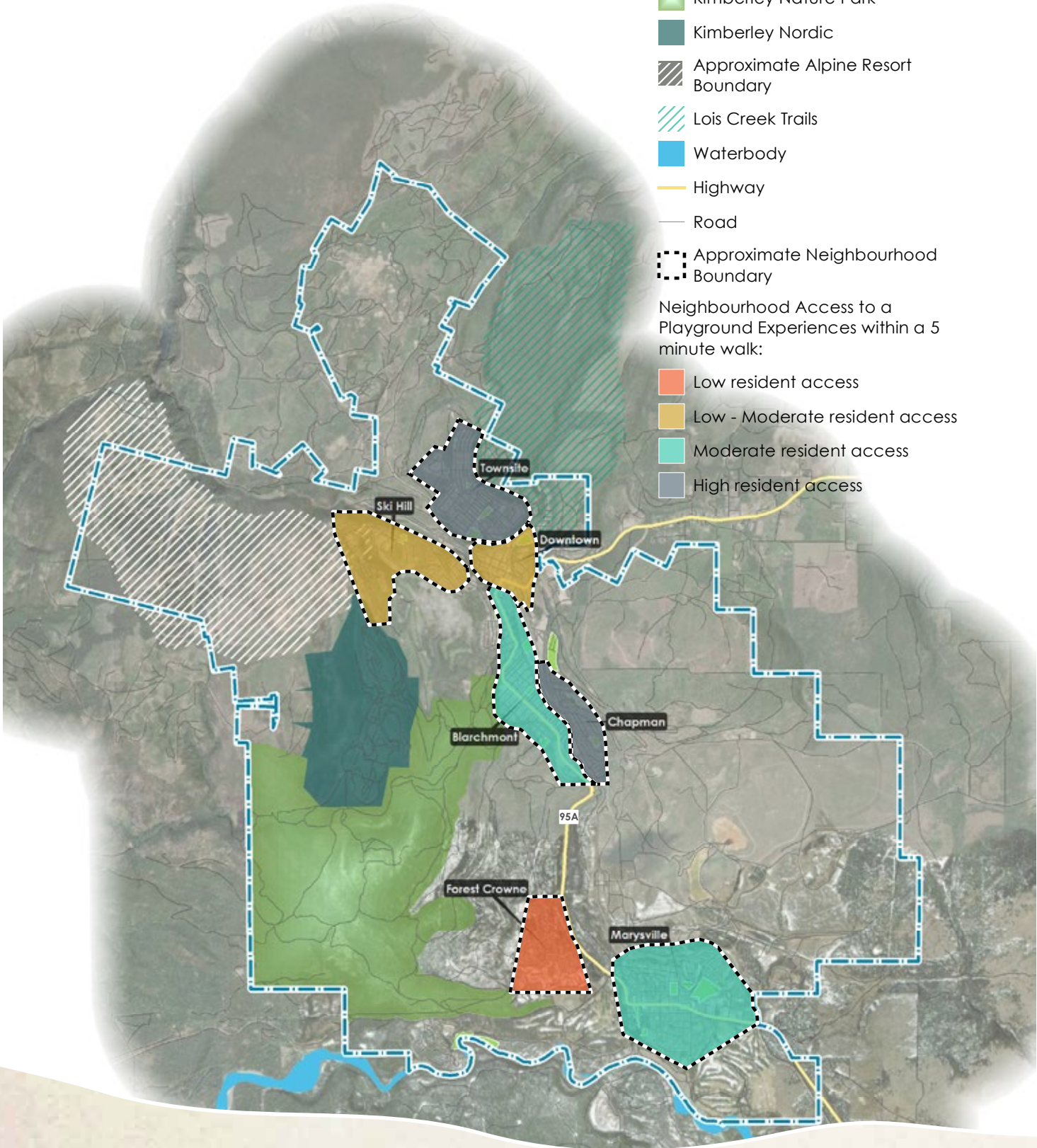


0 0.5 1 2 km

Note: Playground experiences include school playgrounds, park playgrounds and spray parks

LEGEND

- City of Kimberley
- Parks and Openspace
- Kimberley Nature Park
- Kimberley Nordic
- Approximate Alpine Resort Boundary
- Lois Creek Trails
- Waterbody
- Highway
- Road
- Approximate Neighbourhood Boundary
- Neighbourhood Access to a Playground Experiences within a 5 minute walk:
 - Low resident access
 - Low - Moderate resident access
 - Moderate resident access
 - High resident access



Parks with Access to Other Play Experiences

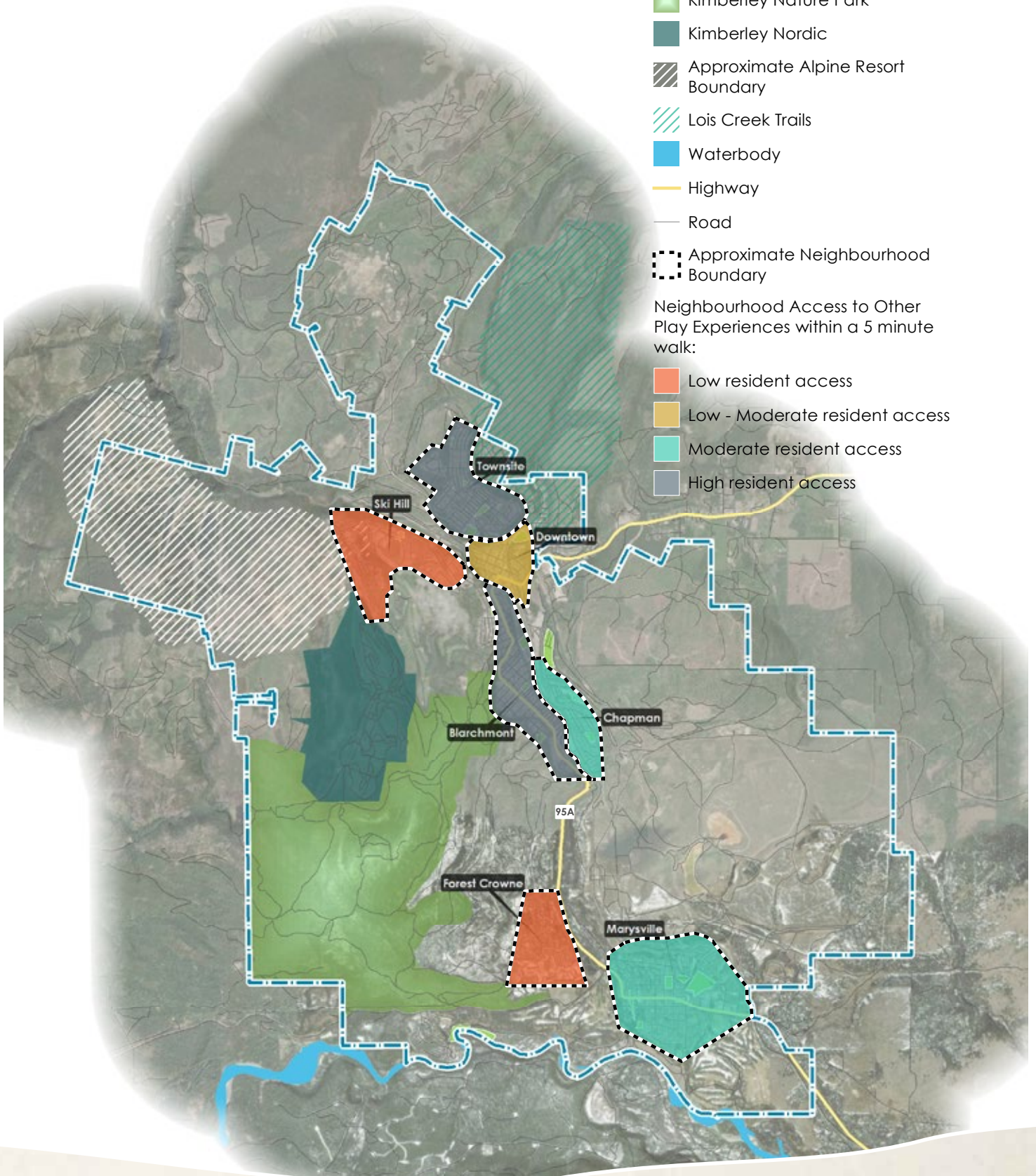


0 0.5 1 2 km

Note: Other play experiences include school courts, outdoor rinks, skateparks/bike parks and tennis courts/pickleball

LEGEND

-  City of Kimberley
 -  Parks and Openspace
 -  Kimberley Nature Park
 -  Kimberley Nordic
 -  Approximate Alpine Resort Boundary
 -  Lois Creek Trails
 -  Waterbody
 -  Highway
 -  Road
 -  Approximate Neighbourhood Boundary
- Neighbourhood Access to Other Play Experiences within a 5 minute walk:
-  Low resident access
 -  Low - Moderate resident access
 -  Moderate resident access
 -  High resident access



The playground inventory in Kimberley features fairly similar equipment and play experiences. Creating more dynamic play experiences that integrate natural and adventure features will help parks and playgrounds appeal to a broader range of ages, increasing both overall use and advancing physical literacy amongst children and youth in the community.

Like in many communities, the provision of play equipment involves service clubs, developers, the school system, and City. The City is well positioned to take on a leadership role in playground diversification by using the following tactics:

- Working with service organizations (and other groups fundraising for new or renewed playgrounds) to identify the types of play experiences and equipment that are most beneficial as well as redundancies that should be avoided.

- When installing playgrounds in new neighbourhoods, assess the play experiences provided at nearby parks and aim to purchase and install equipment that is different.
- Audit playgrounds for an experiential lens every 5 years and use this information to inform renewals, grants, and other playground and park investment.
- Dialogue with school system providers of playgrounds to communicate gaps, potential types of play redundancy, and create awareness of respective playground projects.

Natural and Challenging Play

The playground landscape has seen significant expansion in the types of equipment and structures that are available. Leading this trend are “natural play spaces”, which are intended to replicate aspects of natural environment such as forests, rocks, crevices, slopes, and other outdoor elements. Societal concerns over children and youth disconnection with nature is also contributing to a desire to replicate aspects of natural play in urbanized and residential environments. In some instances, entire playgrounds are constructed using entirely natural play equipment. Natural playgrounds are also credited with having significant cognitive benefits to children, forcing them to manage complexity as they maneuver around the play space whereas traditional playgrounds tend to be more suggestive.



Nature Inspired Play Structure



Nature Inspired Play Structure

There is a growing recognition that encouraging children and youth to push the boundaries of play can have significant benefits to cognitive and physical development. Researchers have identified that children should be allowed to experience some level of play risk across the following areas:

- Play at heights
- Play at speed
- Play with tools and other implements
- Rough and tumble play
- Play amongst natural elements
- Play where children can “disappear”

Natural and adventure playgrounds are increasingly being designed to provide these types of play experiences.

The inclusion of bouldering and climbing features is also increasingly popular. These features can help meet playground needs for older children and provide amenities that balance levels of risk (while falls can of course happen, the nature of bouldering playgrounds is such that the fall is unlikely to involve “catching” on another object). Bouldering playgrounds can be developed as the central theme of a play space or a simple amenity addition within a larger traditional play space.

Obstacle course playgrounds and parkour parks are emerging as another way for children and adults to channel their inner superhero or encourage some friendly competition in their community park. Another form of risky play these structures encourage users to push boundaries of play and maneuver creatively.



Bouldering Play Structure



Nature Inspired Play Structure



Park with a variety of Elements including a bouldering rock.



Obstacle course play structure



Parkour park

Over the next 10 years, a significant opportunity exists for the community to revision Cominco Gardens as a primary destination space. Initial (phase 1) planning has been initiated and will need to be advanced – it is recommended that the City support planning efforts as required and play an active role in revisioning this highly valued and important space. Provided as follows are some recommended general guidelines to inform concept design, fund development, and other key planning actions.

- Place-making, botanic appeal, small scale event hosting, and heritage preservation should remain key aspects of the site.
- Food education and food security elements should be further integrated as a key feature of the site.
- The future of structures and out-buildings on the site need to be evaluated with financial sustainability as a primary consideration. Investment should only be undertaken in these structures if opportunity analysis (e.g. a business case from a potential partner of the City) reflects that they can generate revenue or address identified community space gaps.

It is recommended that the City establish an advisory committee to oversee future planning efforts. This committee should be guided by a clear terms of reference that outlines roles and responsibilities and include representation from diverse groups, stakeholders, and community perspectives. Future planning should also include engagement with the community to validate desired experiences and potential design features.

Community needs for outdoor event spaces like amphitheatres and band shelters were identified through the Prioritization Framework process. Options to increase or enhance the supply of these spaces require further exploration, including downtown and / or Cominco Garden options.

Climate change continues to have a major impact on parks, including longer and more intense wildfire seasons, increase use for respite during heat waves, increased resource requirements, and species management. While not yet as prevalent an issue in Kimberley as other regional and provincial communities, the opioid and housing crisis are also impacting park systems. On a move forward basis, it will be critical for the City to ensure that the parkland inventory is as well positioned as possible to meet these challenges. The recommended Management Plans for Destination Parks present one tactic to ensure that major parks are regularly reviewed. The following additional strategies and approaches are also recommended:

- Undertake an Urban Tree Inventory and Management Plan.
- Continue to follow priorities established by the East Kootenay Invasive Species Council.

Protecting and adding to the tree canopy in Kimberley presents a relatively cost effective way to meet needs for heat respite, reduce energy consumption, and achieve a host of other quality of life and ecological benefits. It is also important to recognize that tree canopy cover is often reflective of equity needs in a community – in other words, areas with less tree canopy coverage often have a higher proportion of residents with less access to green space and in-home cooling / respite. The map on the following page identifies areas within Kimberley with higher land surface temperatures (likelihood of less tree canopy coverage). Prioritizing these areas to increase vegetation, tree cover and reduce temperature can help advance equity and benefit residents in these areas.

Analysis of Land Surface Temperature in Kimberley

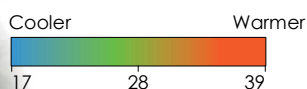


0 0.5 1 2 km

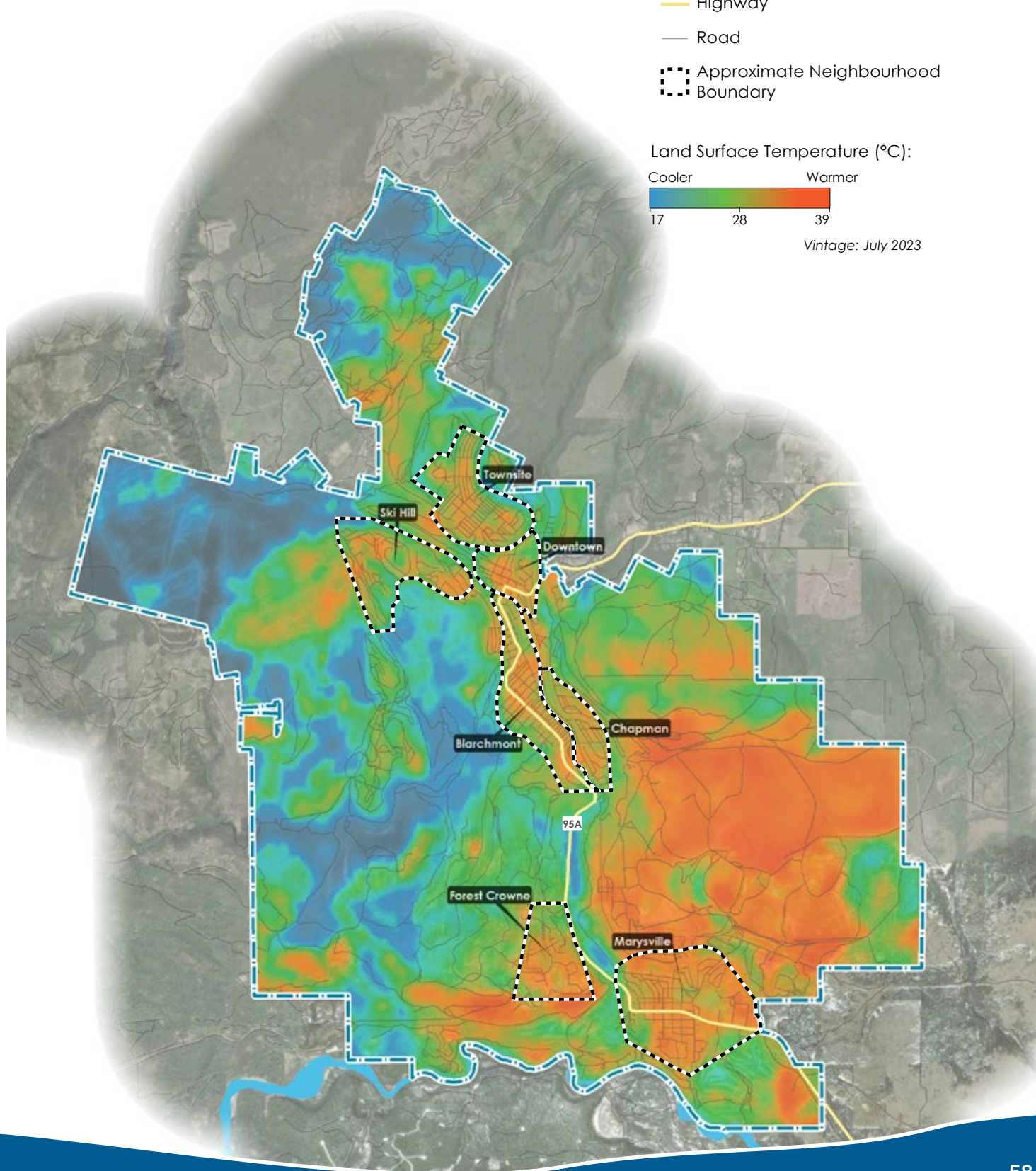
LEGEND

-  City of Kimberley
-  Waterbody
-  Highway
-  Road
-  Approximate Neighbourhood Boundary

Land Surface Temperature (°C):



Vintage: July 2023





Sport Courts

Current Supply:

- 3 Outdoor Rinks (1 boarded)
- 4 Tennis / Pickleball Courts
- 3 Basketball Courts **Not including schools*

Recommended Future Service Level Approach (Relative to Current):



Invest to Sustain &
Monitor Trends

Key Considerations:

- The majority of sport court utilization occurs through unstructured use.
- Regional, provincial, and national trends suggest relatively stable participation in tennis and the continued growth of pickleball.

Strategies:

- A. Renew sport court surfaces.
- B. Continue to monitor pickleball and tennis trends and work with local groups to identify options to increase supply as needed.
- C. Better track sport court utilization to inform future planning and investment decisions.

Available indicators suggest that the current outdoor sport court supply is sufficient in Kimberley. The variability of the climate in the Kootenays (large volumes of snow and ice during the winter months and sun/heat during the summer months) places a large amount of stress on sport court surfaces. To ensure safe, functional, and good user experiences, the City will need to renew sport courts once surfaces on an ongoing basis. Establishing a minor capital works program for sport court surfaces can help ensure that these repairs and replacements occur before courts become unplayable.

The sport of pickleball continues to grow regionally, provincially, and nationally. In recent years, there has been a shift away from multi-use tennis / pickleball courts towards dedicated courts that best meet the unique needs of both sports. It is recommended that the City continue to monitor tennis and pickleball needs and work with groups to identify options to increase supply as need is sufficiently demonstrated. The potential indoor multi-sport / community gymnasium facility is also likely to have a significant impact on demands for outdoor court supply and could alleviate future needs.

Opportunities to include outdoor basketball, skating, and other types of sport courts in new or enhanced parks should be evaluated on a case by case basis through community engagement. Enhancing the collection of sport court utilization data can help ensure future decision making on whether to expand supply is needed or not. Potential tactics that can be used to help capture unstructured / spontaneous use of sport courts include:

- Spot counts and use tracking by parks staff as part of regular maintenance visits.
- Purchasing mobility data.
- Motion sensors (e.g. installing trail counters near entrance areas).
- Engaging regular sport court user/user groups to assist with use tracking.





Trails

Current Supply:

- 188 km of trails within City boundaries and 262 km of trails that begin within City boundaries.
- 19 total trail heads.

Recommended Future Service Level Approach (Relative to Current):



Invest to Sustain

Key Considerations:

- A significant proportion of the trail inventory in Kimberley is stewarded by the Kimberley Trails Society.
- A handful of trails do not currently have clear management direction.
- While the trail system is generally well connected, some key gaps do exist.

Strategies:

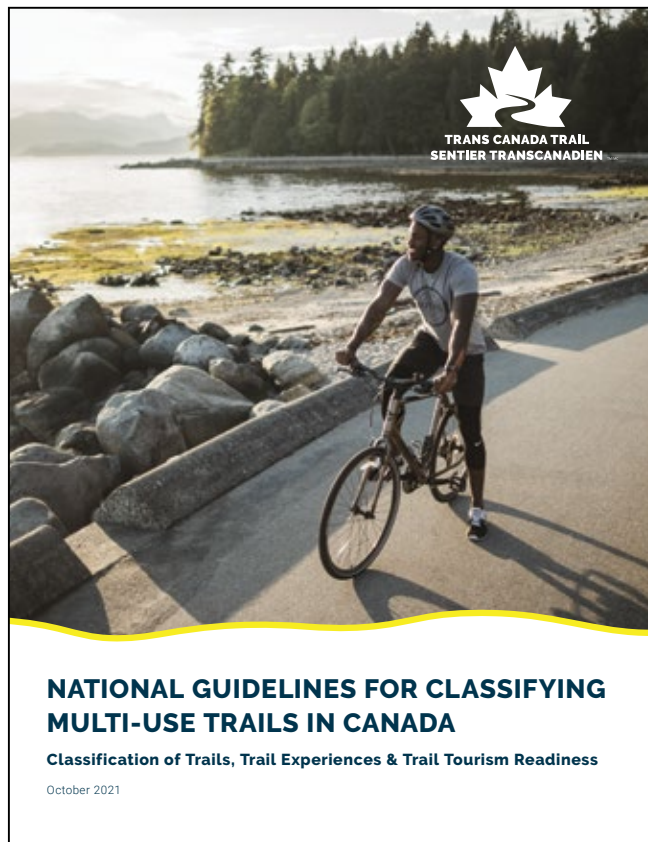
- A. Adopt and utilize the Trans Canada Trails' National Guidelines for Classifying Multi-Use Trails for trails managed by the City and provided through partnership agreements with local groups.
- B. Ensure that all single track mountain bike trail development or improvements supported by the City are aligned with the International Mountain Bicycling Associations (IMBA) guidelines.
- C. Ensure clarity on trail provision roles and responsibilities.
- D. Work with regional partners to clarify and establish clear management direction for the Rails to Trails, Volksmarch Trails, and Mark Creek Trail.
- E. Improve connectivity from Forest Crowne to other areas of the city.
- F. Continue to improve wayfinding signage and overall awareness of trail routes and connections.

Trails are the most highly utilized recreation amenity by Kimberley residents and serve a wide array of critical leisure and active transportation purposes. Like parks, trails also represent one of the most equitable, accessible, and inclusive types of recreation infrastructure that residents of all ages and abilities can use at no cost. Purpose built and specialty trails such as cross-country ski and mountain bike trails additionally drive economic benefit by attracting visitors and supporting local business.

Over the next 10 years, it will be important for the City to ensure that the trails network is optimized to meet wide ranging activity and evolving activity needs. Advancing trail management and ensuring clarity on appropriate trail uses and service levels will be important to providing great trail experiences, promoting conversation (e.g. mitigating 'rogue' trail building), and maximizing the numerous benefits that trails provide the city.

The trails sector in Canada has made significant progress over the last decade in creating trail standards that providers can use to classify and actively manage trails. It is recommended that the City adopt and align future trail planning, design and amenity provision with the [Trans Canada Trails' National Guidelines for Classifying Multi-Use Trails](#) for all multi-use trails under this City's jurisdiction (provided directly or through partnership). ***Please refer to Appendix B for the recommended Trail Design Parameters for each type of trail activity.**

85% of Resident Survey respondents identified that they walk or hike on a regular basis (at least two times per month). The Kimberley Nature Trails, North Star Trails to Trails, Lions Trail, Volksmarch Trail, and Mark Creek Trail are all used by over half of Resident Survey respondents at least once per month with over one-third of respondents using these trails daily or weekly.



https://tctrail.ca/national-guidelines-webinars/?gad_source=1&gclid=Cj0KCQjwncWvBhD_ARIsAEb2HW85uPUo4PADd8IF7c9xDR7aLq18RzrynbcwCFVePSEhpnTNH0SCg0NIaApFZEALw_wcB



What is a Trail Experience?

[Trail
Activity + Difficulty + Setting]
X Landscape
➔ EXPERIENCE

BENEFITS



Community



Financial



Health +
Wellness

The City should additionally use the [International Mountain Bicycling Associations \(IMBA\) guidelines](#) as a key basis and point of reference when working with local mountain bike groups and stakeholders on single track trail projects and planning.

Three key trails networks with points of access in Kimberley require further management direction – the Rails to Trails, Volksmarch Trails, and Mark Creek Trail. The City should continue to prioritize working with the pertinent local and regional trails stakeholder to develop a long-term management plan for these trail networks that includes sufficient direction on the following key aspects:

- Stewardship and operational responsibility
- Level of service
- Risk mitigation
- Responsibility for capital repairs and upgrades

The Kimberley Trails Society is well positioned to continue playing an active and potentially increased role in stewarding and managing trails. The City should continue to support the Society and ensure maximum clarity on the future roles and responsibilities.

Improving connectivity should also continue to be a key focus area for the City's trail investments. The most significant identified connectivity gaps exist for residents in the Forest Crowne neighbourhood. The City should identify options to develop connector trails between Forest Crown and trails that provide access to downtown.

In general, trail connectivity needs to remain an overarching focus as new or renewed recreation, culture and civic facility investment occurs. Major community facilities and parks should be accessible via the trails and pathway network and connectivity should be a highly important consideration as future site development occurs for these potential projects (e.g. arena, multi-sport/sport gymnasium facility, etc.).

While the engagement supports that trail usage is high in the community, continuing to improve wayfinding signage and identifying other tactics (e.g. mobile tools, maps, etc.) to create trail opportunity awareness will be important for the City and its trail partners.





6

Service Delivery and Management Strategies



6.1. Overview and Context

Provided in this section are additional Strategies aimed at optimizing the overall service delivery of parks and recreation. Implementing these Strategies will support a strong system, capacity building, and ultimately maximize resident access to parks and recreation opportunities. It is important to note that while some of the Strategies suggest changes or adaptations to current practices, others imply embed those that are already in-place and work well.

6.2. Strategies

Strategy	Rationale and Benefits
A. Ensure that new and renewed partnership agreements are clear on responsibilities of each party and include key partnership evaluation metrics.	- Some historical partnership agreements lack a clear definition of capital vs operational maintenance. - As a steward of public funds, the City needs the ability to clearly measure the partnership success and alignment with the intended mandate / objectives of the partnership.
B. Focus (and potentially increase resources allocated towards) on supporting community group capacity building.	- The provision of parks and recreation opportunities in Kimberley relies heavily on volunteers and community organizations. If capacity decreases in the future, it will have a significant impact on opportunity availability. - The City is best positioned to facilitate and communicate available supports and external resources to groups (e.g. provide or connect groups to training, support promotions, assist with volunteer recruitment and retention, etc.).
C. Ensure that equity, access, and inclusion are key considerations as future capital partnerships are considered.	The provision of public sector parks and recreation is most beneficial when all residents can access facilities and programming. As such, partnership discussions with school system providers, user groups, and other entities needs to secure sufficient public access and benefit.
D. Develop a new allocations policy over the next 5 – 10 years. <i>*Please refer to Appendix C for additional allocations best practices and guidance.</i>	- Potential future facility development will require a review of which groups and activities get prioritized access to space. - Regularly reviewing allocations policies and procedures reflects good management and can help ensure space access equity.
E. Develop a new fees and charges policy over the next 5 – 10 years. <i>*Please refer to Appendix D for potential fees and charges approaches and guidance.</i>	Potential future facility development will require a review of fees and charges to ensure financial sustainability of new or improved facilities.





7

Implementation



7.1. Strategies Implementation

The following table provides high-level implementation timing and resource requirements for the Strategies contained in Sections 5 and 6. This timing will need to be reviewed and updated on a regular basis in consideration of other municipal priorities and emerging or shifting resource needs.

Strategy	Timing ST (Short Term) - 1 to 5 years MT (Medium Term) - 5 - 10 years LT (Long Term) - 10+ Years ONG - Ongoing	Resource Requirements
Arenas		
A. Undertake an Arena Strategy to explore the best options and associated costs to sustain 2 ice sheets.	ST	Arena Strategy: \$100,000
B. Use the information provided by the Arena Strategy to make a final decision as soon as possible on the best move forward approach for arenas in Kimberley that balances community ice needs, amenity preferences, and financial resource realities.	ST	Capital Investment and Community Partnerships
Arts, Culture and Heritage		
A. Renew the agreement with the Kimberley Arts Council for Centre 64.	ST	Staff Resources/ Legal Fees
B. As part of the renewed operating agreement and broader City budgeting processes, ensure that sufficient funds are allocated towards a capital reserve for lifecycle renewal and replacement.	ONG	Capital Investment and Community Partnerships
C. Continue to work with local Nations and rights holders to identify opportunities to advance Indigenous arts and culture in the community.	ONG	Staff Resources
D. Continue to ensure arts, culture, and heritage amenities are a key aspect of future planning and, wherever possible, integrated into new and renewed parks and recreation facilities.	ONG	Capital Investment and Community Partnerships

Strategy	Timing		Resource Requirements
	ST (Short Term) - 1 to 5 years	MT (Medium Term) - 5 - 10 years	
	LT (Long Term) - 10+ Years	ONG - Ongoing	
Aquatics			
A. Undertake the necessary lifecycle investments to maximize service life of the facility and reduce the risk of future long-term shutdowns.	ONG		Estimated at \$2.4 M over the next 20 years (\$1.7 M required in the near term; 5 - 10 years)
B. Improve data collection and analysis in order to gain a better understanding of users and provide a database of information that can help inform future programming and scheduling.	ONG		Enhance programming reporting within Perfect Mind
C. Continue to invest in programming and initiatives aimed at recruiting, training, and retaining lifeguards and instructors.	ONG		Operation Revenue Increase required
Ball Diamonds and Playfields			
A. Undertake the recommended minor capital works to ensure that ball diamond and playfield facilities and amenities remain safe, functional, and aligned with best practice.	ST/MT/LT		Capital Investment and Community Partnerships
B. Work with user groups to identify opportunities to extend seasons of play.	ONG		
Conference and Event Hosting Facilities			
A. Undertake a study to determine the best long-term management approach for the Kimberley Conference and Athletic Training Centre.	ST		Business Plan- \$20,000
Curling			
A. Renew the partnership agreement with the Curling Club on a short-term basis.	ST		Staff Resources/ Legal Fees
B. Continue to work with the Club to prioritize repairs needed to extend service life of the facility for the short term.	ST/MT		Capital Investment and Community Partnerships
C. Explore replacement options as part of the recommended Arena Strategy. If not deemed viable due to costs and/or land supply, support the Club with developing a business case to look at alternative options and approaches.	MT/LT		Capital Investment and Community Partnerships

Strategy	Timing		Resource Requirements
	ST (Short Term) - 1 to 5 years	MT (Medium Term) - 5 - 10 years	
	LT (Long Term) - 10+ Years	ONG - Ongoing	
Libraries			
A. Over the short to medium term, continue to maximize use of existing library space.	ST/MT		Capital Investment and Community Partnerships
B. Explore opportunities to include a library as part of a future recreation facility project.	MT/LT		Capital Investment and Community Partnerships
Multi-Purpose, Large Span, and Dry-Floor Program Spaces			
A. Undertake a feasibility study to explore costs and options for an indoor multisport or community gymnasium facility.	ST		Explore as part of the recommended Arena Strategy. Allocate an additional \$20,000 for follow-up/additional work.
B. Work with the school system to identify joint use partnerships and other potential collaborations that can increase the supply of multi-sport and gymnasium space in the community.	ST		Staff Resources
C. Further explore the condition of the Centennial Centre and develop a longterm plan for renewal or replacement of the facility.	ST / MT		2024 Building Condition Assessment finding to support this initiative
Parks, Playgrounds and Specialized Park Amenities			
A. Utilize the recommended Park Classification system to guide future planning, management, and service levels.	ONG		Staff collaboration between the Parks and Facilities and Planning department for future planning
B. Sustain current municipal parkland provision at 3.0 – 3.25 ha. per 1,000 residents and focus resources on optimizing park experiences and addressing identified geographic and neighbourhood gaps.	ONG		
C. Diversify playground experiences through renewals and new installations.	ONG		Capital Investment and Community Partnerships required for renewal and new installations

Strategy	Timing ST (Short Term) - 1 to 5 years MT (Medium Term) - 5 - 10 years LT (Long Term) - 10+ Years ONG - Ongoing	Resource Requirements
D. Continue with and advance planning to revision Cominco Gardens as a significant, unique, and financially sustainable destination within Kimberley.	ST/MT	Public Engagement Sessions, potential business plan for Cominco Gardens, and capital investment
E. Identify options and sites to meet outdoor event space needs.	MT	Community Group Collaboration
F. Develop and update Management Plans for all Destination Parks every 10 years.	LT	2033 Budget Request for updated plan
G. Undertake an Urban Tree Inventory and Management Plan.	MT	Estimated \$15,000 for community group collaboration
H. Continue to follow priorities established by the East Kootenay Invasive Species Council.	MT	Continued annual investment, continued collaboration with EKISC, develop a report a weed campaign
I. Engage with Forest Crowne residents to further explore identified recreation needs, gaps and opportunities.	ST	Staff time allocated to a focused engagement process with Forest Crowne residents
Sport Courts		
A. Renew sport court surfaces.	ONG	Capital Investment and Community Partnerships
B. Continue to monitor pickleball and tennis trends and work with local groups to identify options to increase supply as needed.	ONG / MT	
C. Better track sport court utilization to inform future planning and investment decisions.	ONG	Enhance programming reporting within Perfect Mind

Strategy	Timing		Resource Requirements
	ST (Short Term) - 1 to 5 years	MT (Medium Term) - 5 - 10 years	
	LT (Long Term) - 10+ Years	ONG - Ongoing	
Trails			
A. Adopt and utilize the Trans Canada Trails' National Guidelines for Classifying Multi-Use Trails for trails managed by the City and provided through partnership agreements with local groups.	ONG		Community Group Collaboration
B. Ensure that all single track mountain bike trail development or improvements supported by the City are aligned with the International Mountain Bicycling Associations (IMBA) guidelines.	ONG		Staff Resources and Community Group Collaboration
C. Ensure clarity on trail provision roles and responsibilities.	ONG		
D. Work with regional partners to clarify and establish clear management direction for the Rails to Trails, Volksmarch Trails, and Mark Creek Trail.	ST		Continued Community Group Collaboration with Kimberley Trail Society, Rails to Trails, TECK
E. Improve connectivity from Forest Crowne to other areas of the city.	MT/LT		Capital Investment and Community Partnerships
F. Continue to improve wayfinding signage and overall awareness of trail routes and connections.	ONG		Capital Investment and Community Partnerships
Service Delivery and Management Strategies			
A. Ensure that new and renewed partnership agreements are clear on responsibilities of each party and include key partnership evaluation metrics.	ONG		Community Group Collaboration
B. Focus (and potentially increase resources allocated towards) on supporting community group capacity building.	ONG		Operation Revenue Increase required
C. Ensure that equity, access, and inclusion are key considerations as future capital partnerships are considered.	ONG		Capital Investment and Community Partnerships
D. Develop a new allocations policy over the next 5 – 10 years.	MT		Staff resources and community collaboration
E. Develop a new fees and charges policy over the next 5 – 10 years.	MT		Staff Resources

7.2. Additional Master Plan Implementation Considerations

Capital Maintenance and Ongoing Facility Renewal

Sustaining existing facilities through sound capital maintenance and asset management practices is extremely important to meeting a number of the Goals identified in Section 4, especially Goal #2: Financially Sustainable Parks and Recreation. Being proactive with capital maintenance and identifying ‘easy win’ opportunities to upgrade amenities helps proactively avoid larger expenses in the future and optimizes user experience.

Capital maintenance and smaller enhancement projects (minor capital works) will be guided by ongoing City capital planning processes and will need to integrate parks and recreation investment into capital planning cycles along with other City service needs and priorities.

Resourcing and Partnerships

The potential projects and Strategies outlined in the Master Plan represent tens of millions of potential investments into parks and recreation infrastructure. The City will not be able to undertake all identified projects without outside (non tax base) resources.

Grants from senior levels of government present a potential source of funding, however these grant programs are hard to anticipate and highly competitive. Listed below are a number of pre-requisites that can help the City best position itself for success in procuring grant funding.

- The existence of a Master Plan (this document) that outlines key municipal priority projects with sufficient rationale (e.g. identification of need through sound community engagement and research).
- Having conceptual or “shovel ready” planning and design ready for key priority projects.
- Having land already secured to expedite projects if funding is secured.

Partnerships with other public or private entities are another potential way for the City to leverage limited resources and meet identified community needs. Potential major projects identified in the Master Plan (especially arena investment and the multi-sport / community gymnasium) have potential for partnership exploration and examples exist across the province of these types of facilities being successfully delivered through partnerships. The recommended planning next steps for these potential facility projects present an opportunity to further explore potential partnership options and impacts.

Partnerships considered by the City for existing or new facilities should take into account the following key factors:

- Alignment with the six Goals for Parks and Recreation identified in the Master Plan. Potential partners/ partnerships need to sufficiently demonstrate alignment with and advancement of the Goals.
- Community benefits and public access. Successful parks and recreation partnerships need to balance the mandate of the partner entity with ensuring sufficient public access and benefit.
- Long-term viability of the potential partner/partnership. The City needs to carefully 'vet' potential partnerships and ensure that the partnership context and outlook is sustainable.







A

Appendices



Appendix A: Prioritization Framework

Criteria and Scoring Metric

Criteria	Scoring Metric	Weighting
Resident Preferences	3 PTS: Top 3 priority in the Resident Survey. 2 PTS: Top 5 priority in the Resident Survey. 1 PT: 6 - 10 priority in the Resident Survey. 0 PTS: Not a top 10 priority in the Resident Survey. <i>*Uses the coded Resident Survey segment as it provides statistical reliability.</i>	4
Taxpayer Impact (Costs)	3 PTS: Low impact (e.g. amenity typically requires no or minimal subsidy and can be constructed or replaced without significant municipal capital expenditure). 2 PTS: Moderate impact (amenity typically requires some level of subsidization and cannot be constructed or replaced without some moderate level of capital expenditure). 1 PT: Moderate - High impact (amenity typically requires some level of subsidization and cannot be constructed or replaced without some moderate to high level of capital expenditure). 0 PTS: High impact (amenity typically requires significant levels of subsidization and cannot be constructed or replaced without a high level of capital expenditure).	3
Multi-Purpose Capability	3 PTS: The amenity provides space for a wide array of structured programming and unstructured/casual use and can be easily adapted for different activities. 1-2 PTS: The amenity is geared towards a primary activity but has some adaptability for secondary uses. 0 PTS: The amenity is purpose built for a primary activity with minimal secondary use capability.	3
Stakeholder and User Group Preferences	3 PTS: Top 5 priority in the Community Group Survey and/or a prevalent theme through the discussion sessions. 2 PTS: 6 - 10 priority in the Community Group Survey with some identification of the need for a new or renewed facility. 0 PTS: Not a top 10 priority in the Community Group Survey or a prevalent theme through the discussion sessions.	3

Criteria	Scoring Metric	Weighting
Financial Barriers to Entry/ Use	3 PTS: The amenity is typically available free of charge at most times. 2 PTS: The amenity can typically be accessed via a drop-in fee and does not require registration in a full season or session of programming to use. 1 PT: Amenity use typically requires registration in a full season of programming (or membership in a group, however financial supports exist. 0 PTS: The amenity has significant identified financial barriers to use/ access.	2
Utilization and Trends	3 PTS: Analysis indicates that the facility is being used at or above capacity. 2 PTS: Analysis indicates that the facility is well used (therefore supporting it's demand) but is not being overused. 1 PT: Analysis suggests that the facility is moderately used. 0 PTS: Analysis suggests that the facility is under-utilized. <i>*'1' score provided for amenities in which information is not available (or the amenity does not exist) and broader provincial / national trends do not suggest that demand is emerging. '2' score provided for amenities in which information is not available (or the amenity does not exist) but broader provincial / national trend indicators suggest that emerging demand exists.</i>	2
Existing Provision Responsibility	3 PTS: The City directly provides the amenity type. 2 PTS: The City supports the amenity type. 0 PTS: The City does not currently provide or support the amenity type.	2
Environmental Impact (Operations)	3 PTS: The amenity is a positive contributor, helping with sequestration, stormwater retention and reuse or bio-diversity. 1 - 2 PTS: The amenity consumes a moderate amount of resources relative to others, including GHG's and water. 0 PTS: The amenity consumes a significant amount of resources relative to others, including GHG's and water.	2
Economic Benefits	3 PTS: The amenity draws significant non-local spending to the community through spectator events and provides tertiary opportunities for non-local business. 1 - 2 PTS: The amenity may draw some non-local spending to the community. 0 PTS: The amenity type primarily caters to localized use and does not result in measurable levels of non-local spending.	1

Scoring Results – Indoor

Indoor Amenity	Resident Preferences	Taxpayer Impact (Costs)	Multi-Purpose Capability	Stakeholder and User Group Preferences	Financial Barriers to Entry/Use	Utilization and Trends	Existing Provision Responsibility	Environmental Impact (Operations)	Economic Benefits	Weighted Score
Court sports	2	2	1	2	3	2	3	2	1	44
Ice arena facilities	2	0	2	3	2	2.5	3	1	3	43
Fitness / wellness facilities	3	2	1	3	2	2	0	2	0	42
Art creation spaces	3	2	1	2	1	2	2	2	1	42
Before and after school care facilities	3	2	1	2	1	2	2	2	0	41
Libraries	2	1	3	0	3	2	3	2	0	40
Youth centre	1	1	2	3	3	2	2	2	0	40
Gymnasium type spaces	1	1	3	3	2	2	2	1	1	40
Community meeting rooms	0	2	3	2	2	2	3	2	0	39
Community hall / banquet facilities	0	2	3	2	1	2	2.5	2	2	38
Indoor multi-sport / field house type facilities	1	1	3	3	2	2	0	1	2	37
Swimming tanks	0	0	3	3	2	3	3	0	3	37
Art display spaces	0	2	2	2	3	2	2	2	1	37
Classroom / training space	0	2	3	2	1	2	3	2	0	37
Multi-purpose program rooms	0	2	3	2	1	2	3	2	0	37
Event hosting facilities	0	2	2	2	1	2	2.5	2	3	36
Performing arts theatre	0	1	3	2	1	2	2	2	2	34
Parkour room / gymnastics space	0	2	2	2	1	2	2	2	1	33
Leisure swimming pools	0	0	2	3	2	3	3	0	1	32
Curling rinks	0	1	2	2	1	2	2.5	1	2	30
Walking / running track	1	1	1	0	2	2	3	2	0	28
Seniors centre	1	1	2	0	2	1	2	2	0	27
Indoor child playgrounds	1	2	1	0	3	2	0	2	0	27
Dance / program / martial arts rooms	0	1	3	0	1	2	2	2	1	27
Community group office / admin space	0	1	1	2	1	2	2	2	0	26

Indoor Amenity	Resident Preferences	Taxpayer Impact (Costs)	Multi-Purpose Capability	Stakeholder and User Group Preferences	Financial Barriers to Entry/Use	Utilization and Trends	Existing Provision Responsibility	Environmental Impact (Operations)	Economic Benefits	Weighted Score
Community kitchen	0	1	2	0	2	2	0	2	0	21
Indoor agricultural facilities (e.g. riding arena)	0	2	1	0	1	1	0	1	2	17
Storage space (for groups)	0	1	0	0	1	2	2	2	0	17
Archery lanes / range	0	1	0	0	1	1	2	2	1	16
Indoor climbing wall	0	1	0	0	2	2	0	2	1	16
Leisure ice surfaces (non hockey)	0	1	1	0	2	1	0	0	0	12

Scoring Results – Outdoor

Outdoor Amenity	Resident Preferences	Taxpayer Impact (Costs)	Multi-Purpose Capability	Stakeholder and User Group Preferences	Financial Barriers to Entry/Use	Utilization and Trends	Existing Provision Responsibility	Environmental Impact (Operations)	Economic Benefits	Weighted Score
Amphitheatres /event spaces / band shelters	3	2	3	3	2.5	2	3	2	2	57
Nature trails	3	2	3	2	3	2	3	2.5	1	55
Mountain bike trails	3	2	2	3	3	2	2	2	2	53
Cross country ski & snowshoe trails	2	2	2	3	2.5	2	3	2	2	50
Disc golf course	1	3	2	3	3	2	3	2	1	49
Campgrounds	2	3	2	3	2	2	2	1	2	48
Bike parks	2	2	1	3	3	2	3	2	2	48
Open spaces (e.g. parks, greenfields)	0	2	3	2	3	2	3	3	0	43
Community gardens	1	2	1	3	2.5	2	3	2	1	42
Off leash dog parks	3	1	2	0	3	2	3	2	0	41
Pickleball courts	0	1	2	3	3	2	3	1	1	37
Sports fields - grass (e.g. soccer, football)	0	1	3	2	2.5	2	3	1	2	37
Sledding / tobogganing hills	0	3	2	0	3	2	3	2	0	35
Playgrounds	0	1	2	2	3	2	3	1	0	33
Hardcourts (e.g. basketball, ball hockey)	0	2	3	0	3	2	3	1	0	33
Picnic areas	0	2	2	0	3	2	3	2	0	32
Paved pathways	0	1	3	0	3	2	3	1	0	30
Archery range	0	2	1	3	1.5	2	0	2	1	30
Outdoor fitness equipment	0	2	1	3	3	2	0	1	0	30
Outdoor pool	1	0	3	3	2	1	0	0	1	29
Sports fields – artificial turf (e.g. soccer, football)	0	1	3	2	1.5	2	0	1	2	29
Outdoor boarded skating rinks	0	1	2	0	3	2	3	1	0	27
Tennis courts	0	1	2	0	3	1	3	1	1	26
Ball diamonds	0	1	1	0	2.5	2	3	1	2	25
Beach volleyball courts	0	2	1	0	3	2	0	2	1	24

Outdoor Amenity	Resident Preferences	Taxpayer Impact (Costs)	Multi-Purpose Capability	Stakeholder and User Group Preferences	Financial Barriers to Entry/Use	Utilization and Trends	Existing Provision Responsibility	Environmental Impact (Operations)	Economic Benefits	Weighted Score
Skateboard parks	0	1	1	0	3	2	3	1	0	24
Track and field spaces	0	1	2	0	2	2	0	1	1	20
Spray parks	0	0	1	0	3	2	3	0	0	19
Fishing pond	0	1	1	0	3	1	0	2	0	18
Agricultural facilities (e.g. rodeo grounds, riding arenas)	0	1	2	0	1	1	0	1	2	17
Golf courses	0	0	1	0	0	1	0	0	2	7

Appendix B: Trails Activity Parameters by Trail Activity from the Trans Canada Trails' National Guidelines for Classifying Multi-Use Trails

Source: https://tctrail.ca/national-guidelines-webinars/?gad_source=1&gclid=Cj0KCQjwncWvBhD_ARIsAEb2HW85uPUo4PADd8iF7c9xDR7aLq18Rzryn timer CFVePSEhpnTNH0SCg0NIaApFZEALw_wcB

APPENDIX C: TRAIL DESIGN PARAMETERS BY TRAIL ACTIVITY



Pedestrian - Walking/Hiking/Running

		1 - Easiest - Beginner	2 - Moderate - Experienced	3 - Difficult - Very Experienced	4 - Very Difficult - Expert
Trail Width	Traveled Surface Width	>1.5 m	1.0 - 1.5 m	0.3 - 1.0 m	<0.3 m
	TTF - Width	None or technical trail features not permitted	Permitted – must travel off path of travel to engage them – trail tread is opt out option	Permitted – TTF is within path of travel, up to ½ of trail tread – opt out option available along existing trail tread	Permitted – TTF spans width of trail tread – there is no opt out option
Surface	Surface Type	Paved	Aggregate - Firm surface	Natural - Firm surface	Natural - Loose surface
	Obstacles Frequency	None	Occasional	Frequent	Frequent
	Obstacle Height	< 0.025 m	0.025 - 0.05 m	0.05 - 0.15 m	> 0.15 m
Sightline Clearing	Clearing Width	> 2.0 m	1.5 - 2.0 m	0.5 - 1.5 m	< 0.5 m
	Clearing Height	> 3.0 m	> 3.0 m	2.5 - 3.0 m	< 2.5 m
Inclines/Grades	Trail Grade	< 3%	3 - 10%	10 - 15%	> 15%
	Maximum Grade (short)	< 7%	7 - 15%	15 - 25%	> 25%
	Maximum Grade Proportion	< 10%	10 - 15 %	15 - 20 %	> 20%
Cross Slope	Target Cross Slope	< 2%	2 - 8 %	8 - 15 %	Natural
	Maximum Cross Slope	< 2%	2 - 10%	10 - 15%	> 15%
Oversight	Maintenance	Weekly	Monthly	Seasonally	Annually
	Identified Hazard Response	Immediate	Within a month	Within a few months	Annually or Never
Segment Length	Segment Length	< 5 km	5 - 10 km	10 - 30 km	> 30km
Facilities	Facilities	Parking/Potable Water/Restroom	Parking/Potable Water	Parking	None
Geography	Geography	Front Country	Mid-Country	Mid-Country	Back Country



Horseback Riding

		1 - Easiest - Beginner	2 - Moderate - Experienced	3 - Difficult - Very Experienced	4 - Very Difficult - Expert
Trail Width	Traveled Surface Width	>2.5m	1.5 - 2.5 m	1.0 - 1.5 m	<1.0 m
	TTF - Width	None or technical trail features not permitted	Permitted – must travel off path of travel to engage them – trail tread is opt out option	Permitted – TTF is within path of travel, up to ½ of trail tread – opt out option available along existing trail tread	Permitted – TTF spans width of trail tread – there is no opt out option
Surface	Surface Type	Aggregate/Natural - Firm surface	Aggregate/Natural - Firm surface	Aggregate - Loose surface	Natural - Loose surface
	Obstacles Frequency	None	Occasional	Frequent	Frequent
	Obstacle Height	< 0.05 m	< 0.05 m	> 0.05 m	> 0.05 m
Sightline Clearing	Clearing Width	> 4.0 m	2.5 - 4.0 m	< 2.5 m	< 2.5 m
	Clearing Height	> 3.5 m	> 3.5 m	< 3.5 m	< 3.5 m
Inclines/ Grades	Trail Grade	< 5%	5 - 10%	10 - 12%	> 12%
	Maximum Grade (short)	< 10%	10 - 15%	15 - 20%	> 20%
	Maximum Grade Proportion	< 5%	5 - 15 %	15 - 20 %	> 20%
Cross Slope	Target Cross Slope	< 2%	2 - 5 %	5 - 10 %	> 10%
	Maximum Cross Slope	< 5%	5 - 8%	8 - 10%	> 10%
Oversight	Maintenance	Monthly	Monthly	Seasonally	Annually
	Identified Hazard Response	Immediate	Within a month	Within a few months	Annually or Never
Segment Length	Segment Length	< 10 km	10 - 15 km	15 - 25 km	> 25 km
Facilities	Facilities	Parking/Potable Water/Restroom	Parking/Potable Water	Parking	None
Geography	Geography	Mid-Country	Mid-Country	Back Country	Back Country



Cross Country Skiing

		1 - Easiest - Beginner	2 - Moderate - Experienced	3 - Difficult - Very Experienced	4 - Very Difficult - Expert
Trail Width	Traveled Surface Width	>4.0 m	2.0 - 4.0 m	<2.0 m	<2.0 m
	TTF - Width	None or technical trail features not permitted	Permitted – must travel off path of travel to engage them – trail tread is opt out option	Permitted – TTF is within path of travel, up to ½ of trail tread – opt out option available along existing trail tread	Permitted – TTF spans width of trail tread – there is no opt out option
Surface	Surface Type	Groomed/Track Set	Groomed/Track Set	Ungroomed/No Track Set	Ungroomed/No Track Set
	Obstacles Frequency	None	Occasional	Occasional	Frequent
	Obstacle Height	NA	< 0.05 m	0.05 - 0.25 m	> 0.25 m
Sightline Clearing	Clearing Width	> 4.0 m	2.0 - 4.0 m	< 2.0 m	< 2.0 m
	Clearing Height	> 3.0 m	> 3.0 m	< 3.0 m	< 3.0 m
Inclines/ Grades	Trail Grade	< 5%	5 - 10 %	10 - 15 %	> 15%
	Maximum Grade (short)	< 10%	10 - 20%	20 - 25%	> 25%
	Maximum Grade Proportion	< 10%	10 - 15 %	15 - 20 %	> 20%
Cross Slope	Target Cross Slope	< 5%	< 5%	5 - 15 %	> 15%
	Maximum Cross Slope	< 10%	10 - 15%	15 - 20%	> 20%
Oversight	Maintenance	Daily	Daily	Weekly	Annually
	Identified Hazard Response	Immediate	Within a day	Within a month	Annually or Never
Segment Length	Segment Length	< 2 km	2 - 5 km	5 - 10 km	> 10 km
Facilities	Facilities	Parking/Restroom/ Warming Area/ Potable Water	Parking/Restroom/ Warming Area	Parking	None
Geography	Geography	Mid-Country	Mid-Country	Back Country	Back Country

Snowshoeing

		1 - Easiest - Beginner	2 - Moderate - Experienced	3 - Difficult - Very Experienced	4 - Very Difficult - Expert
Treat Width	Traveled Surface Width	>1.5 m	1.0 - 1.5 m	1.0 - 1.5 m	<1.0 m
	TTF - Width	None or technical trail features not permitted	Permitted – must travel off path of travel to engage them – trail tread is opt out option	Permitted – TTF is within path of travel, up to ½ of trail tread – opt out option available along existing trail tread	Permitted – TTF spans width of trail tread – there is no opt out option
Surface	Surface Type	Groomed/Track Set	Groomed/Track Set	Ungroomed/No Track Set	Ungroomed/No Track Set
	Obstacles Frequency	None	Occasional	Occasional	Frequent
	Obstacle Height	None	< 0.05 m	0.05 - 0.25 m	> 0.25 m
Sightline Clearing	Clearing Width	> 2.5 m	1.5 - 2.5 m	1.0 - 1.5 m	< 1.0 m
	Clearing Height	> 3.0 m	> 3.0 m	2.5 - 3.0 m	< 2.5 m
Inclines/ Grades	Trail Grade	< 10%	10 - 15%	15 - 20%	> 20%
	Maximum Grade (short)	< 10%	10 - 20%	20 - 30%	> 30%
	Maximum Grade Proportion	< 5%	5 - 10%	10 - 20%	> 20%
Cross Slope	Target Cross Slope	< 5%	5 - 10%	5 - 10%	> 10%
	Maximum Cross Slope	< 10%	10 - 15%	15 - 20%	> 20%
Oversight	Maintenance	Weekly	Monthly	Seasonally	Annually
	Identified Hazard Response	Immediate	Within a month	Within a few months	Annually or Never
Segment Length	Segment Length	< 2 km	2 - 5 km	5 - 10 km	> 10 km
Facilities	Facilities	Parking/Restroom/ Warming Area/ Potable Water	Parking/Restroom/ Warming Area	Parking	None
Geography	Geography	Urban	Front Country	Mid-Country	Back Country



On-Road Cycling

		1 - Easiest - Beginner	2 - Moderate - Experienced	3 - Difficult - Very Experienced	4 - Very Difficult - Expert
Subtype	Subtype	Bicycle Lane, Advisory Bike Lane	Bicycle Boulevard, Country Lane, Gravel Roads	Shared Lane, Shared Roadways	Bicycle Accessible Shoulder
Oversight	Maintenance	Daily	Daily	Weekly	Weekly
	Identified Hazard Response	Weekly	Weekly	Weekly	Weekly
Segment Length	Segment Length	< 1 km	1 - 5 km	5 - 15 km	> 15km
Facilities	Facilities	Parking/Restroom/ Potable Water	Parking/Restroom/ Potable Water	Parking/Restroom	None
Geography	Geography	Front Country	Front Country	Front Country	Back Country



Leisure Cycling (Off-Road)

		1 - Easiest - Beginner	2 - Moderate - Experienced	3 - Difficult - Very Experienced	4 - Very Difficult - Expert
Treat Width	Traveled Surface Width	>2.5 m	1.5 - 2.5 m	1.5 - 2.5 m	<1.5 m
	TTF - Width	None or technical trail features not permitted	Permitted – must travel off path of travel to engage them – trail tread is opt out option	Permitted – TTF is within path of travel, up to ½ of trail tread – opt out option available along existing trail tread	Permitted – TTF is within path of travel, up to ½ of trail tread – opt out option available along existing trail tread
Surface	Surface Type	Paved	Aggregate - Firm surface	Natural - Firm surface	Natural - Loose surface
	Obstacles Frequency	None	Occasional	Occasional	Occasional
	Obstacle Height	< 0.05 m	< 0.05 m	> 0.05 m	> 0.05 m
Sightline Clearing	Clearing Width	> 3.5 m	3.0 - 3.5 m	2.0 - 3.0 m	< 2.0 m
	Clearing Height	> 3.5 m	> 3.5 m	3.0 - 3.5 m	< 3.0 m
Inclines/ Grades	Trail Grade	< 5%	<5 %	> 5%	> 5%
	Maximum Grade (short)	< 10%	10 - 15%	10- 15%	> 15%
	Maximum Grade Proportion	< 15%	15 - 25 %	25 - 30 %	> 30%
Cross Slope	Target Cross Slope	< 2%	2 - 5 %	> 5%	> 5%
	Maximum Cross Slope	< 8%	8 - 10%	10 - 12%	> 12%
Oversight	Maintenance	Weekly	Monthly	Monthly	Seasonally
	Identified Hazard Response	Weekly	Within a month	Within a few months	Within a few months
Segment Length	Segment Length	< 5 km	5 - 15 km	15 - 25 km	> 25 km
Facilities	Facilities	Parking/Restroom/ Potable Water	Parking/Restroom	Parking	None
Geography	Geography	Urban	Front Country	Mid-Country	Midcountry



Mountain Biking (Off-Road)

		1 - Easiest - Beginner	2 - Moderate - Experienced	3 - Difficult - Very Experienced	4 - Very Difficult - Expert
Treat Width	Traveled Surface Width	>2.5 m	1.5 - 2.5 m	1.0 - 1.5 m	<1.0 m
	TTF - Width	Permitted – must travel off path of travel to engage them – trail tread is opt out option	Permitted – must travel off path of travel to engage them – trail tread is opt out option	Permitted – TTF is within path of travel, up to ½ of trail tread – opt out option available along existing trail tread	Permitted – TTF spans width of trail tread – there is no opt out option
Surface	Surface Type	Aggregate - Firm surface	Natural - Firm surface	Aggregate - Loose surface	Natural - Loose surface
	Obstacles Frequency	Occasional	Occasional	Frequent	Frequent
	Obstacle Height	< 0.05 m	< 0.05 m	0.05 - 0.25 m	> 0.25 m
Sightline Clearing	Clearing Width	> 3.5 m	3.0 - 3.5 m	2.0 - 3.0 m	< 2.0 m
	Clearing Height	> 3.5 m	> 3.5 m	3.0 - 3.5 m	< 3.0 m
Inclines/ Grades	Trail Grade	< 5%	5 - 12 %	12 - 20 %	> 20%
	Maximum Grade (short)	< 10%	10 - 15%	15 - 25%	> 25%
	Maximum Grade Proportion	< 15%	15 - 25 %	25 - 30 %	> 30%
Cross Slope	Target Cross Slope	< 2%	2 - 5 %	5 - 8 %	> 8%
	Maximum Cross Slope	< 8%	8 - 10%	10 - 12%	> 12%
Oversight	Maintenance	Weekly	Monthly	Seasonally	Annually
	Identified Hazard Response	Weekly	Within a month	Within a few months	Annually or Never
Segment Length	Segment Length	< 5 km	5 - 15 km	15 - 25 km	> 25 km
Facilities	Facilities	Parking/Restroom/ Potable Water	Parking/Restroom	Parking	None
Geography	Geography	Front Country	Front Country	Mid-Country	Mid-Country



OHV 1.5m Wide

		1 - Easiest - Beginner	2 - Moderate - Experienced	3 - Difficult - Very Experienced	4 - Very Difficult - Expert
Treat Width	Traveled Surface Width	>3.0 m	2.0 - 3.0 m	<2.0 m	<2.0 m
	TTF - Width	None or technical trail features not permitted	Permitted – must travel off path of travel to engage them – trail tread is opt out option	Permitted – TTF is within path of travel, up to ½ of trail tread – opt out option available along existing trail tread	Permitted – TTF spans width of trail tread – there is no opt out option
Surface	Surface Type	Aggregate/Natural - Firm surface	Aggregate - Loose surface	Aggregate - Loose surface	Natural - Loose surface
	Obstacles Frequency	None	Occasional	Occasional	Frequent
	Obstacle Height	< 0.05 m	0.05 - 0.15 m	0.15 - 0.25 m	> 0.25 m
Sightline Clearing	Clearing Width	> 4.0 m	3.5 - 4.0 m	< 3.5 m	< 3.5 m
	Clearing Height	> 3.5 m	> 3.5 m	< 3.5 m	< 3.5 m
Inclines/ Grades	Trail Grade	< 5%	5 - 10 %	10 - 15 %	> 15%
	Maximum Grade (short)	< 5%	5 - 10%	10 - 20%	> 20%
	Maximum Grade Proportion	< 15%	15 - 25 %	25 - 30 %	> 30%
Cross Slope	Target Cross Slope	< 2%	2 - 5 %	5 - 8 %	> 8%
	Maximum Cross Slope	< 5%	5 - 8%	8 - 10%	> 10%
Oversight	Maintenance	Weekly	Monthly	Seasonally	Annually
	Identified Hazard Response	Weekly	Within a month	Within a few months	Annually or Never
Segment Length	Segment Length	< 5 km	5 - 45 km	45 - 75 km	> 75 km
Facilities	Facilities	Parking/Restroom/ Potable Water	Parking/Restroom	Parking	None
Geography	Geography	Mid-Country	Mid-Country	Back Country	Back Country



Snowmobile - Groomed

		1 - Easiest - Beginner	2 - Moderate - Experienced	3 - Difficult - Very Experienced	4 - Very Difficult - Expert
Treat Width	Traveled Surface Width	>5.0 m	4.0 - 5.0 m	2.5 - 4.0 m	<2.5 m
	TTF - Width	None or technical trail features not permitted	None or technical trail features not permitted	None or technical trail features not permitted	None or technical trail features not permitted
Surface	Surface Type	Groomed/Track Set	Groomed/Track Set	Ungroomed/No Track Set	Ungroomed/No Track Set
	Obstacles Frequency	None	Occasional	Occasional	Frequent
	Obstacle Height	None	None	< 0.05 m	> 0.05 m
Sightline Clearing	Clearing Width	> 4.0 m	> 4.0 m	3.5 - 4.0 m	< 3.5 m
	Clearing Height	> 3.5 m	> 3.5 m	< 3.5 m	< 3.5 m
Inclines/ Grades	Trail Grade	< 5%	5 - 10%	5 - 10%	> 10%
	Maximum Grade (short)	< 15%	15 - 20%	20 - 30%	> 30%
	Maximum Grade Proportion	< 10%	10 - 15 %	15 - 20 %	> 20%
Cross Slope	Target Cross Slope	< 2%	2 -5%	5 - 8 %	> 8%
	Maximum Cross Slope	< 5%	5 - 10%	10 - 15%	> 15%
Oversight	Maintenance	Weekly	Monthly	Seasonally	Annually
	Identified Hazard Response	Weekly	Within a month	Within a few months	Annually or Never
Segment Length	Segment Length	< 5 km	5 - 45 km	45 - 75 km	> 75 km
Facilities	Facilities	Parking/Restroom/ Potable Water	Parking/Restroom	Parking	None
Geography	Geography	Mid-Country	Mid-Country	Back Country	Back Country

Appendix C: Best Practices in Facility Allocations

Summarized in this section are a number of pertinent trends and leading practices that may warrant consideration as the Policy is being developed.

Sport for Life and Long Term Athlete Development

The Long Term Athlete Development Framework (LTD) is a nationally accepted eight stage framework that identifies an appropriate pathway for developing physical literacy across all ages and athletic goals.

The Eight Stages of LTD

Awareness and First Involvement

To engage in sport and physical activity, individuals must be aware of what opportunities exist for them, and when they try an activity for the first time, it is critical that the experience is positive. That is why Sport for Life emphasizes the two stages of Awareness and First Involvement.



Train to Train

Athletes enter the Train to Train stage when they have developed proficiency in the athlete development performance components (physical, technical-tactical, mental, and emotional). Rapid physical growth, the development of sporting capability, and commitment occurs in this stage. Athletes will generally specialize in one sport towards the end of the stage. A progression from local to provincial competition occurs over the course of the stage.



Active Start

From 0-6 years, boys and girls need to be engaged in daily active play. Through play and movement, they develop the fundamental movement skills and learn how to link them together. At this stage developmentally appropriate activities will help participants feel competent and comfortable participating in a variety of fun and challenging activities and games.



Train to Compete

Athletes enter the Train to Compete stage when they are proficient in sport-specific Train to Train athlete development components (physical, technical-tactical, mental, and emotional). Athletes are training nearly full-time and competing at the national level while being introduced to international competition.



FUNDamentals

In the FUNDamentals stage, participants develop fundamental movement skills in structured and unstructured environments for play. The focus is on providing fun, inclusive, multisport, and developmentally appropriate sport and physical activity. These experiences will result in the participant developing a wide range of movement skills along with the confidence and desire to participate.



Train to Win

Athletes in the Train to Win stage are world class competitors who are competing at the highest level of competition in the world (e.g. Olympics, Paralympics, World Championships, World Cups).



Learn to Train

Once a wide range of fundamental movement skills have been acquired, participants progress into the Learn to Train stage leading to understanding basic rules, tactics, and strategy in games and refinement of sport specific skills. There are opportunities to participate in multiple sports with competitions focused on skill development and retention. Games and activities are inclusive, fun, and skill based. At the end of the Learn to Train stage, participants grow (or progress) towards sport excellence in the Train to Train stage or being Active for Life, either by being Competitive for Life or Fit for Life.



Active for Life

Individuals who have a desire to be physically active are in the Active for Life stage. A participant may choose to be Competitive for Life or Fit for Life and, if inclined, give back as a sport or physical activity leader. Competitive for Life includes those who compete in any organized sport recreation leagues to Master Games. Fit for Life includes active people who participate in non-competitive physical activity.



National Sport Organizations (NSO's) are required to demonstrate alignment with LTAD by developing a Sport Framework. Fifty-five NSO's currently have a Sport Framework (or multiple sport Frameworks depending on the nature of the sport) which vary in specificity and format, but generally outline an appropriate duration, frequency, and intensity of participation for each stage of LTAD. **Sport Frameworks can provide municipalities and other public sector providers of facility space with a reference point from which to identify standards of play and allocation guidelines.**

Examples of Player Development Guidance from Baseball Canada's Long-Term Athlete Development Model¹

OVERVIEW OF THE CANADIAN BASEBALL LTAD MODEL

Stage	LTAD Stage	Focus / Age	Skill Level	Program Level	Coaching Stage
Inning 1	ACTIVE START <i>Playing catch</i>	Females and Males 6U	Fundamentals movements and play	Non-Structured	Training Not Needed
Inning 2	FUNDAMENTALS <i>My First Cap</i>	Females and Males 9U	Fundamentals movements skills	Entry Rally	
Inning 3	LEARNING TO TRAIN <i>Learning the game</i>	11U Females 12U Males	Fundamentals Sport Skills	Local (Branch)	
Inning 4	TRAINING TO TRAIN <i>Being identified</i>	16U Females 15U Males	Developing specific skills and position play	Provincial	
Inning 5	LEARNING TO COMPETE <i>From Dream to Action</i>	Females and Males 18U	Consolidating specific skills and position play	Regional	
Inning 6	TRAINING TO COMPETE <i>Knocking at pro door</i>	Males 23U	Consolidating specific skills and position play and training specific	National	
Inning 7	LEARNING TO WIN <i>Finally drafted</i>	Females and Males 18U	Fine tuning Specific skills and position play	National	
Inning 8	TRAINING TO WIN <i>In the Show</i>	21+ Males	Perfecting Specific skills and position play	World	
Inning 9	ACTIVE FOR LIFE <i>Your Hall of Fame</i>	Females and Males All ages	Enjoyment and play	Move from talent to performance	

STAGE 3

Ages: 9-12 Male / 8-11 Female

"LEARNING THE GAME"

MAIN GOAL

To continue developing fundamental movement and general baseball skills

Technical aspects covered:

- Hitting sequence
- Throwing and receiving basics
- Laterality (switch hit introduction)
- Basic position play
- Basic pitching

Partners involved: PSO / LBA / Schools / camps.

Coach training required: Regional Coach - Trained (Certified - preferred)

Resources: L2T Document (to be developed)

TRAINING

- Warm-up and cool down
- Safety and game etiquette
- Basic rules
- Assessing responsibility
- Introduction to positive thinking
- Setting and completing simple goals
- Relaxation techniques
- Basic imagery
- Maintaining focus
- Making decisions
- Team cohesion
- Arm care
- Equipment care
- Anticipation
- Spontaneity
- Dealing with failure
- Position specific and skills awareness

EQUIPMENT Required

- Cleats (no metal)
- Team uniform
- Regular baseball size glove
- Metal bats (30 inches max)
- Protection cup

ABOUT L2T

PLAYERS PER TEAM

6 to 9

(9-10 years old) (11-12 years old)

COMPETITION FORMAT

Regular games with special rules. Top competition is REGIONAL for 8-10 and PROVINCIAL 11-12. One TOURNAMENT per season.

SPECIAL RULES

No bunt, no strike out, no walk, re-entry possible, no players out from teams, no curve ball for pitchers.

GAME FORMAT

Players: 6 vs 6 moving to 9 vs 9
Game length: 1:30 to 2:00
Season length: 8 to 12 weeks
Program practice mandatory

SPECIALIZATION

Athletes play multiple positions

PITCH LIMITATION - Early stage

LOW	MEDIUM LOW	MEDIUM	MEDIUM HIGH	HIGH	MAX
Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4
Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4
Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4

PITCH LIMITATION - Late stage

LOW	MEDIUM LOW	MEDIUM	MEDIUM HIGH	HIGH	MAX
Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4
Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4
Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4	Max 1 to Zone 4

Based on an average of 30 pitches per inning

RATIO

Train 70% Game 30%

3 sessions per week in addition to 3 sessions in other sports per week

1 umpire minimum

No scorers

No stats recorded

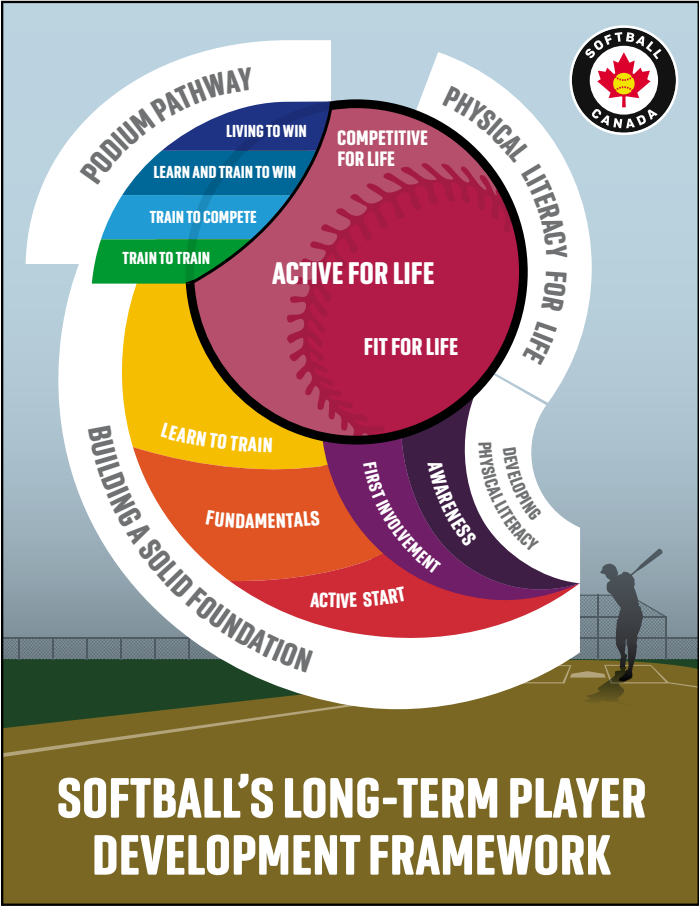
EDUCATE AND ENFORCE

BASEBALL LTAD STAGE DESCRIPTIONS

49

¹ <https://www.baseball.ca/long-term-athlete-development>

Examples of Player Development Guidance from Softball Canada's Athlete Development Matrix²



Softball Canada's Athlete Development Matrix (ADM)

Active for Life (A4L)

MALES: ALL AGES
FEMALES: ALL AGES

Active For Life Basics:

- ✓ Have fun.
- ✓ Introduce or welcome a new player to the game—they will thank you for it.
- ✓ Take some lessons from a qualified instructor.
- ✓ Play the game at your desired level for health, social engagement or the thrill of competition.
- ✓ Play in a charity softball tournament—you will be glad you did.
- ✓ Play softball with your family and friends.
- ✓ Practice makes perfect—hone your skills in the batting cage or by playing catch with a friend.
- ✓ Try different forms of the game - Fast Pitch, Slo-Pitch or Orthodox.
- ✓ Take on a new role in softball by becoming a coach, team manager, game official, or local, provincial or national administrator or Board Member.
- ✓ Provide a positive environment in order to encourage lifelong physical activity.
- ✓ Provide ongoing community programming for all ages and abilities that balances participation and competition.
- ✓ Provide programs for athletes with disabilities.

THE FIVE-SEGMENT MODEL

At every stage of LTPD, players need to develop stage and age appropriate skills and capacities in each of the 5 following areas: technical skills, tactical skills, physical capacities, mental skills and life skills. Each capacity has different levels of importance at different points in a player's development. For the Active for Life stage this means:

Best Use of Activity Time

• Play the game for health, social engagement and satisfaction
• Give back to the game in another role

SOFTBALL SKILLS

All softball technical and tactical skills, physical capacities, mental skills and life skills are developed in the Active for Life stage to meet the individual needs and aspirations of the athletes involved.

ENCOURAGING PLAY: BUILDING THE GAME

Active for Life athletes in softball may be content to play with the technical and tactical skills they have already developed may be content to learn informally just from watching others play or they may wish to receive formal instruction.

Clubs and recreation facilities are encouraged to offer single-session "Try Softball" opportunities that are linked to instructional opportunities teaching the basics of the game and getting players started in informal competition play.

New Canadians and senior citizens may also benefit from simple "Learn to Play" instruction. These programs have the potential to make the sport better known to ALL Canadians, and to improve population health.

For Fit for Life players, building a strong social component to programs is important in attracting and retaining participants.

Competitive for Life athletes thrive when there are season-long leagues, and well scheduled competitions. Age-based Masters competitions at the local, Provincial, National and International level need to be further developed.

Competition organizers should build on Softball's well deserved reputation for always having an active social component to tournaments.

53

2 chrome-extension://efaidnbmninnibpcapjpcglcfindmkaj/https://softball.ca/_uploads/606ef687bc4c5.pdf

Sport Framework Example: Hockey Canada

Proposed Long Term Player Development (LTPD) Seasonal Chart – Novice

Novice	Number of Practices	Start date for Practices	Development Season	Start date for Games	Development & regular Season	Playoff Season	Tournaments	Number of Games total
Ideal	40 - 45	Sept 15	10 weeks 20 practices 2 ex games	Dec 1	14 weeks 28 practices 16 games	N / A	3 tournaments 12 games	30 - 35

Coach Development Programs - Coach Certification/Continuing Education Program (CEP)

Age	Coach	Description	Clinic	Manual Resource	Video Resource
Novice	Intro Coach Coach Level Specialty Clinics	On-Line On-Line CEP	Classroom /On Ice Classroom /On Ice Classroom /On Ice	HC Skills Manual – Initiation HC Skills Manual - Novice Specialty Clinic Drill Package	Skills of Gold 1-4 Skills of Gold 1-4

Hockey Canada Development Programs – Novice

Age Division	Player	Coach	On ice curriculum	Off-ice curriculum	Dev	Rec	Promo	In Development
Novice -NCCP (Intro Coach/Coach) -Chevy Safe and Fun -Esso Fun Days -HC Skills Camps -NSST -NCMP Specialty Clinics	X X X X X	X X X X	X X X X	X X	X X X X	 X	X	-Skills Camps for Players (IP / Novice Curriculum Development) -Coach Mentorship -Coach component with Skills Camp -NSST Drills for improvement package

Version 2 – 03/30/2013

Page 35



Source: www.hockeyalberta.ca/uploads/source/HC_-_LTPD_Manual.pdf

Sport for Life (CS4L) has also developed a series of best practices and recommended principles for the allocation of facility time to user groups.

- Allocation practices are based on “standards of play” principles in terms of the time and space required by each group.
- Allocation policies are transparent and reviewed with the groups. Allocation is not done by tradition, but rather on actual requirements of all groups, including the needs of emerging sports.
- Seasonal allocation meetings are held with common users groups to review their requests and try to achieve consensus on sharing available spaces and times.
- As seasons progress, groups are encouraged to be flexible in the reallocation of spaces with other groups when no longer needed, either temporarily or for longer periods.
- User fees and subsidies need to reflect community taxpayer support, and the rationale should be shared with sport organizations.

Equality and Inclusion

There is an increasing cultural awareness as to the systemic nature of racism and the structural inequalities that exist within society. In Canada, the work of the Truth and Reconciliation Commission was fundamental in highlighting and exposing historical and ongoing structural flaws within society that perpetuate racism and harm towards Indigenous populations. Global movements such as Black Lives Matter has resulted in a further level of awareness and discussion on issues of race, privilege, and inequality.

Like most other sectors, municipalities and other public entities that provide parks, recreation and culture services are in the midst of evaluating their own historical culpability in perpetuating historical inequalities and “move forward” solutions that can address these issues. Parks, recreation and culture services are uniquely positioned to lead societal change by fostering inclusiveness and providing a platform to help blunt racism, prejudice, and inequality. Identified as follows are a handful of ongoing initiatives that are being undertaken by leading organizations in the sector.

- **viaSport** has identified inclusion as a key focus area and has developed a number of free or low cost resources focused on fostering increased diversity and opportunity for women and girls, persons with disabilities, the LGBTQI2S Community, marginalized youth, Indigenous people, individuals that are socio-economically disadvantaged, newcomers to Canada, individuals from rural / remote / isolated regions, and older adults.³

- **The National Recreation and Parks Association (NRPA)** in the United States has been a leader in fostering conversations on topics related to inclusion and inequality in parks and recreation. In 2018, NRPA published a Parks and Recreation Inclusion Report which outlined findings from a comprehensive review of inclusion practices across parks and recreation agencies (service providers) in the United States.⁴
- **Sparc BC (The Social Planning and Research Council of B.C.)** has published or co-developed a wealth of resources on inclusion and access. One of these documents, “Everybody’s Welcome: A Social Inclusion Approach to Program Planning and Development for Recreation and Parks Services,” was developed in conjunction with the British Columbia Recreation and Parks Association and provided the sector with a formative resource that helped generate a greater understanding of what inclusion means and how to undertake actions that can foster it within public facilities and spaces.⁵

3 www.viasport.ca/inclusion

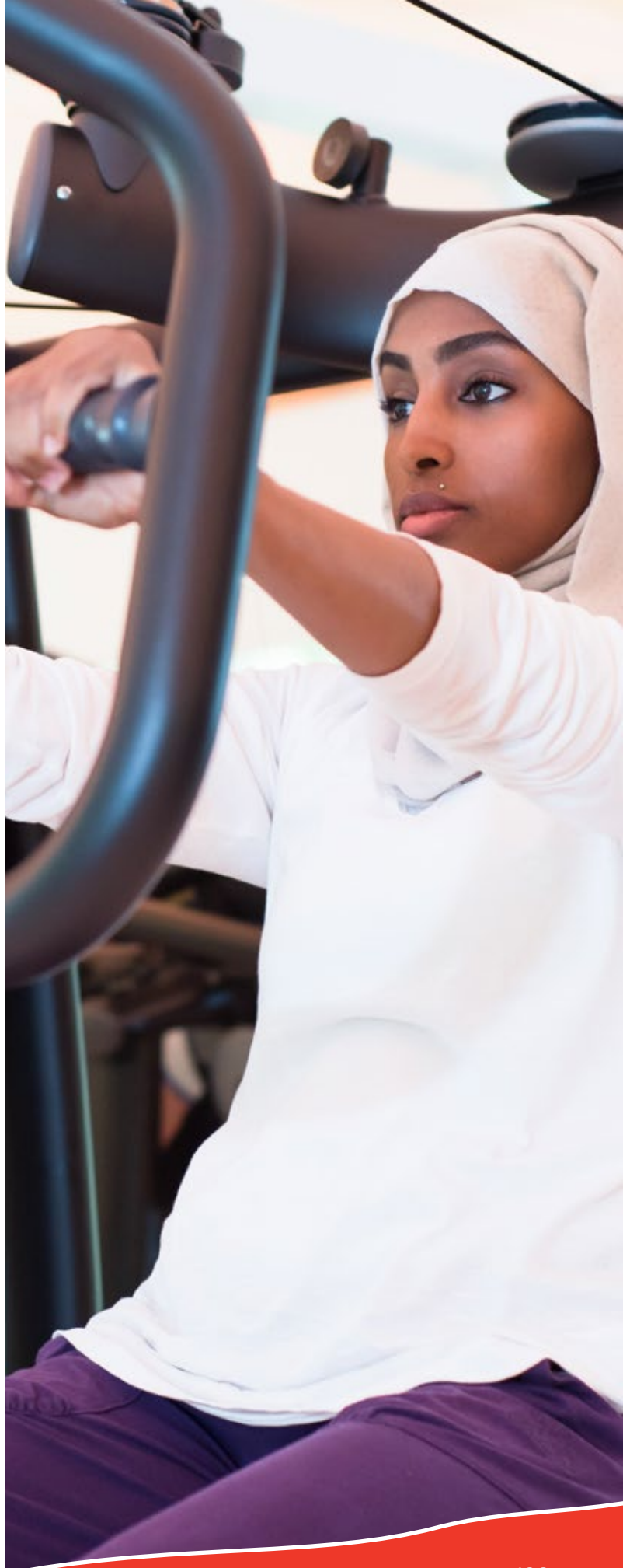
4 <https://www.nrpa.org/contentassets/e386270247644310b06960be9e9986a9/park-recreation-inclusion-report.pdf>

5 <https://www.sparc.bc.ca/wp-content/uploads/2017/02/booklet-everybodys-welcome.pdf>

So how does equality, inclusion, and social justice relate to recreation and parks space allocation?

While some shifts are occurring, the majority of municipalities and other public sector facility providers continue to allocate space based on historical precedent. In other words, a tenured user groups historical access to a space has favorably positioned that group within the priority ranking at the expense of groups that are new, emerging, smaller, or have less leverage within the allocation process. This dynamic has advantageously positioned some groups to grow and have success while other groups are not able to access sufficient space to reap the same level of benefit. Leading practices, including many of those presented in this section, would suggest that municipalities and other service providers need to consider the following questions as they ponder future approaches to the allocation of space:

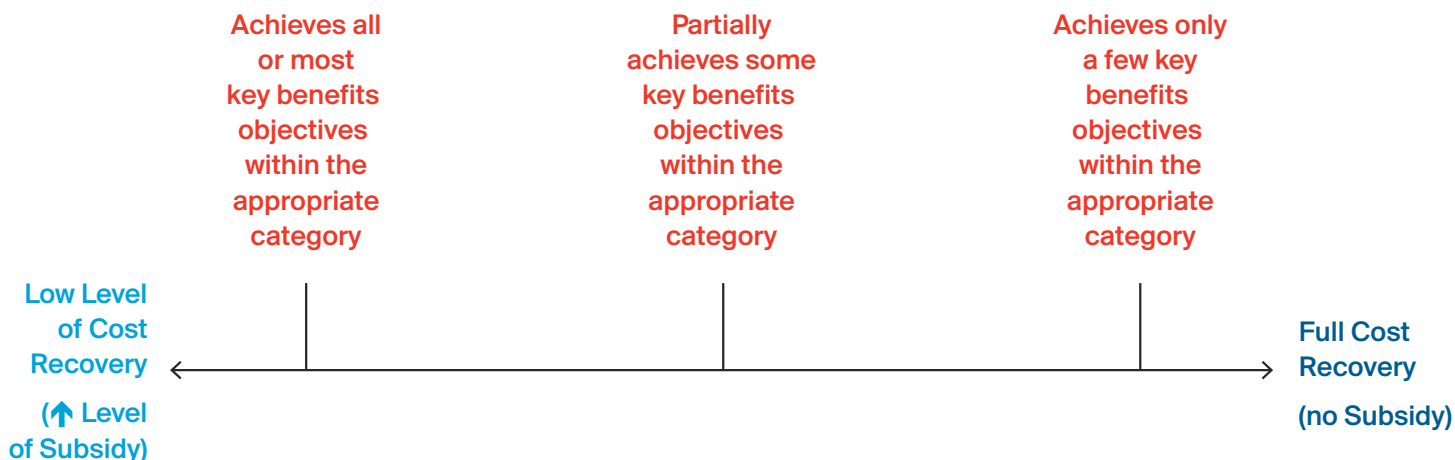
- Are primary users of facility space truly inclusive and provide ample opportunities for all individuals, including those that are likely to face barriers to participation?
- Does the allocation process determine priority based on achieving the highest possible degree of public benefit?
- How can the allocation process help facilitate success for groups that focus on providing opportunities to individuals that face systemic barriers to participation? (e.g. individuals from the LGBTQI2S Community, new Canadians, marginalized populations, etc.).
- Is the administrative complexity of the allocation and booking process itself a barrier? If yes, how can the process be adapted for individuals and groups that may not be predisposed to navigating through systems or that face language barriers?
- Are the barriers to accessing space a product of the allocation policy itself, staff training and understanding of inclusivity, or both?



Appendix D: Fees and Charges Approaches

Establishing a community benefits based approach to setting fees and charges for recreation programming creates logical alignment between subsidy levels (the % of expenditures recovered through revenues) and the rationale for providing the type of program. This approach fundamentally works on the principle that it should be acceptable for programming that provides higher levels of community benefit to receive a higher level of subsidy, while programming with lower levels of community benefit may still be offered but needs to recover most or all of its associated costs.

A Community Benefits Based Approach to Setting Fees and Charges



Implementing this approach will require the City to establish a basis for determining which programming provides the most community benefits. Alignment with the Goals for Parks and Recreation (see Section 4) provides one basis. A more thorough checklist of community benefits may also be required to evaluate programming and categorize it accordingly along the continuum. Examples of these potential community benefits include:

- Targets key population cohorts (e.g. youth and older adults).
- Provides multi-generational opportunities.
- Supports and aligns with best practices in physical literacy (e.g. group is affiliated with a provincial or national sport organization with a Long Term Development plan).
- Provides programming and activities not available through the private sector.
- Advances nature education and conservation.
- Fosters community spirit and sense of place.
- Teaches important life skills.
- Provides introductory opportunities that can increase comfort levels and foster longer-term participation.



Appendix E: Community Review of the Draft Master Plan - Feedback Summary

The Parks and Facilities Draft Master Plan was completed in March 2024 and presented to the public for feedback in April 2024. The project team presented the plan at two open house events held on April 16th and posted the plan and background documents online via the Engage Kimberley project page for review for approximately three weeks. Feedback was collected via Engage Kimberley, an online comment form, and email. **In total, 12 individuals provided feedback using one of these three platforms.**

The feedback received largely fell into two categories: Forest Crowne parks and recreation needs/ desires, and the desire for a more connected and integrated trail system. The feedback that emerged is summarized below. Additional feedback that did not fall into one of the two categories is summarized under 'other feedback'.

Forest Crowne Parks and Recreation:

- There are many young families living in the Forest Crowne neighbourhood. A park with a playground and gathering space is needed and should be prioritized.
- Additional engagement with residents of Forest Crowne is desired to ensure that a park space is developed that serves the greatest number of residents now and into the future.
- A safe connection between Forest Crowne and other trail systems within the city is desired. There are trail connections between Forest Crowne and the Kimberley Nature Park, but this trail is not easy for younger families to navigate and is not accessible year-round. Additionally, there is not a safe way to cross the highway from Forest Crowne which presents a challenge for those that want to use active transportation to commute to work and play in the community.

A Connected and Integrated Trail System:

- Some frustration was expressed about the disconnect between promoting the current trails and actual support in maintaining and monitoring the trail system. It was a of particular concern that housing developments are encroaching on natural spaces while using natural spaces and amenities to attract buyers.
- Some residents believe that more emphasis should be placed on appropriately managing and connecting resources to the current trail system. The Parks and Facilities Master Plan should provide some actions to improve and sustain existing trails appear to be getting busier and are frequently referenced as a draw to the community.
- Developing improved active transportation networks, specifically, improving the connectivity from Forest Crowne should be addressed as a short-term project rather than medium/ long term strategy.

Other Feedback:

- Pickleball players in the community would like to remain top of mind as the sport grows and demand for court space and time increases.
- The Kimberley Dynamiters hockey team's relationship with the City should be revisited. While the team is important to the community, some feel that the current agreement is unfair to the City and should be adjusted to be more equitable.
- Increasing opportunities for families and individuals to access facilities in the community is important. Increasing opportunities to participate in aquatic programming, specifically swim lessons, was top of mind for some. Additionally, offering ice time for families in the community was noted.
- An indoor gymnasium and fitness centre space, similar to Elevation Place in Canmore, should be a priority and partnerships for operations/ grants should be explored.





