Photo Credit: Daniel Seguin

Regional District of Central Kootenay – Town of Creston and Electoral Areas A, B & C

Parks and Recreation Master Plan

January 2020

RC strategies + PERC

Photo Credit: Daniel Seguin

Acknowledgements

Photo Credit: Andrew Bibby

RC Strategies+PERC acknowledges that this *Regional District of Central Kootenay –Town of Creston and Electoral Areas A, B, & C State of Parks and Recreation Report* has been created for an area located within the traditional territory of the Ktunaxa Nation and the Yaqan Nukiy people. This document has been compiled with great respect towards the Yaqan Nukiy people and in consideration of the ninety-four calls to action as outlined by the Truth and Reconciliation Commission of Canada.

Acknowledgements

Photo Credit: Andrew Bibby

Great communities are built upon the active involvement and commitment of their people. This was certainly reflected in the study area (Creston and Areas A, B, C) as the Parks and Recreation Master Plan was developed. The level of engagement was invaluable and it is obvious that people are highly invested in their communities. Thank you for your dedication to enhancing the lives of area residents and your involvement in this planning process.

More specifically, thanks go out to:

- Residents of the Town of Creston and residents in Electoral Areas A, B & C of the Regional District of Central Kootenay (RDCK) for participating in the household survey;
- Representatives of volunteer groups and community services stakeholders for sharing their perspectives and enthusiasm;
- All others who engage in recreational pursuits and who are invested in the betterment of the community;
- The Project Steering Committee (Creston Valley Services Committee (CVSC)); and
- Members of the RDCK administration who provided advice, information, support and opinions and who recognize the importance of investing in long range planning.

A special thank you goes out to the Lower Kootenay Band (Yaqan Nukiy) who met with representatives from the RDCK to share their thoughts about the Master Plan including opportunities for ongoing cooperation and learning.

The Consulting Team

Executive Summary

Photo Credit: Andrew Bibby

The town of Creston and Electoral Areas A, B and C have the unique privilege of being home to a wide range of citizens and host to a large number of visitors therefore parks, recreation, culture and trail service opportunities must be visible and accessible to both the long term resident as well as the traveler passing through the popular area. The Regional District of Central Kootenay has developed this new Parks and Recreation Master Plan for the Town of Creston and Electoral Areas A, B and C with the intent to have provide a long term sustainable strategy over the next ten to fifteen years. The Master Plan takes into account the current state of parks and recreation in the area as well as demographics while recognizing the current trends and influences.

The Parks and Recreation Master Plan has a solid foundation that includes the vision, "residents live active and creative lifestyles through quality parks and recreation opportunities," and the mission, "to support the provision of parks and recreation opportunities for the residents of Creston and Electoral Areas A, B & C through the Regional District of Central Kootenay, partner organizations, and community activities."

The Master Plan's foundation also includes a series of guiding principles.

- The physical and financial sustainability of the natural and built environments is an important consideration.
- Services are responsive to changing community needs and service expectations.
- Partnerships with the RDCK are integral to building healthy and thriving communities.
- Well-planned and maintained open spaces and quality recreation facilities improve a sense of wellbeing where people live. As a focal point for community activities, recreation provides opportunities for social interaction and connections with nature.
- Recreation and parks has a vital role to play in promoting healthy living and preventing illness and in the social development of children through play, sports and interaction with others.
- Decision-making is conducted using fair and open processes.

A broad range of engagement and research combined with the insight and influence of the steering committee and consulting team has culminated into a list of desired outcomes of the Parks and Recreation Master Plan. Those outcomes include:

- Residents are living a healthy lifestyle
- Residents have access to and participate in recreational and parks activities both indoors and outdoors
- Communities are strong and caring

Executive Summary

Photo Credit: Andrew Bibby

Based upon a thorough program of research into the subject areas of inventory and utilization, trends and issues and population and demographics and by referencing resources such as other documents and planning tools available to the group on a local, provincial and national level, a list of twenty recommendations are presented in the Parks and Recreation Master Plan. Along with each of the nineteen recommendations, justification and implementation considerations are provided.

Below are the recommendations that are further explained within:

Programming & Events

Recommendation 1: Provide and promote low cost and free programming opportunity options.

Recommendation 2: Recognize the impact of parks and recreation opportunities on tourism.

Recommendation 3: Ensure programming is in place to address the needs of the sizeable and growing population of older adults.

Recommendation 4: Continue to develop and offer nature and outdoor programming, particularly for the community's youth.

Recommendation 5: Support the development of significant community wide events.

Executive Summary

Photo Credit: Andrew Bibby

Parks & Recreation Infrastructure

Recommendation 6: The concept of sustainability needs to be applied to decision making about the development, operation and utilization of facilities and spaces both indoors and outdoors.

Recommendation 7: Acquire land for the development of park sites including access to water (e.g. rivers and lakes).

Recommendation 8: Implement an asset management approach to facilities.

Recommendation 9: Utilize a project/amenity prioritization framework when contemplating numerous projects that are competing for RDCK support.

Recommendation 10: When considering the development of facilities, follow a defined project development framework.

Recommendation 11: Enhance the existing trail network in the area.

Executive Summary

Photo Credit: Andrew Bibby

Service Delivery

Recommendation 12: Continue and enhance communication and promotion efforts related to parks and recreation opportunities and benefits.

Recommendation 13: Provide outreach services to enhance programming and support community delivery efforts.

Recommendation 14: Develop capacity within community organizations by providing support and training.

Recommendation 15: Establish and implement a formal process for community organizations to liaise with the RDCK.

Recommendation 16: Implement a consolidated parks and trails service for Creston and Electoral Areas A, B & C.

Recommendation 17: Deliver parks and recreation services through partnership with other agencies and sectors.

Recommendation 18: Implement an ongoing process for data collection to inform decision making.

Recommendation 19: Continue efforts to reduce barriers to participation.

It is important to honour and recognize opportunities for reconciliation in all nineteen recommendations by taking the 94 Calls to Action as set out by the Truth and Reconciliation Commission into consideration and acting upon them when and where possible.

Photo Credit: Andrew Bibby

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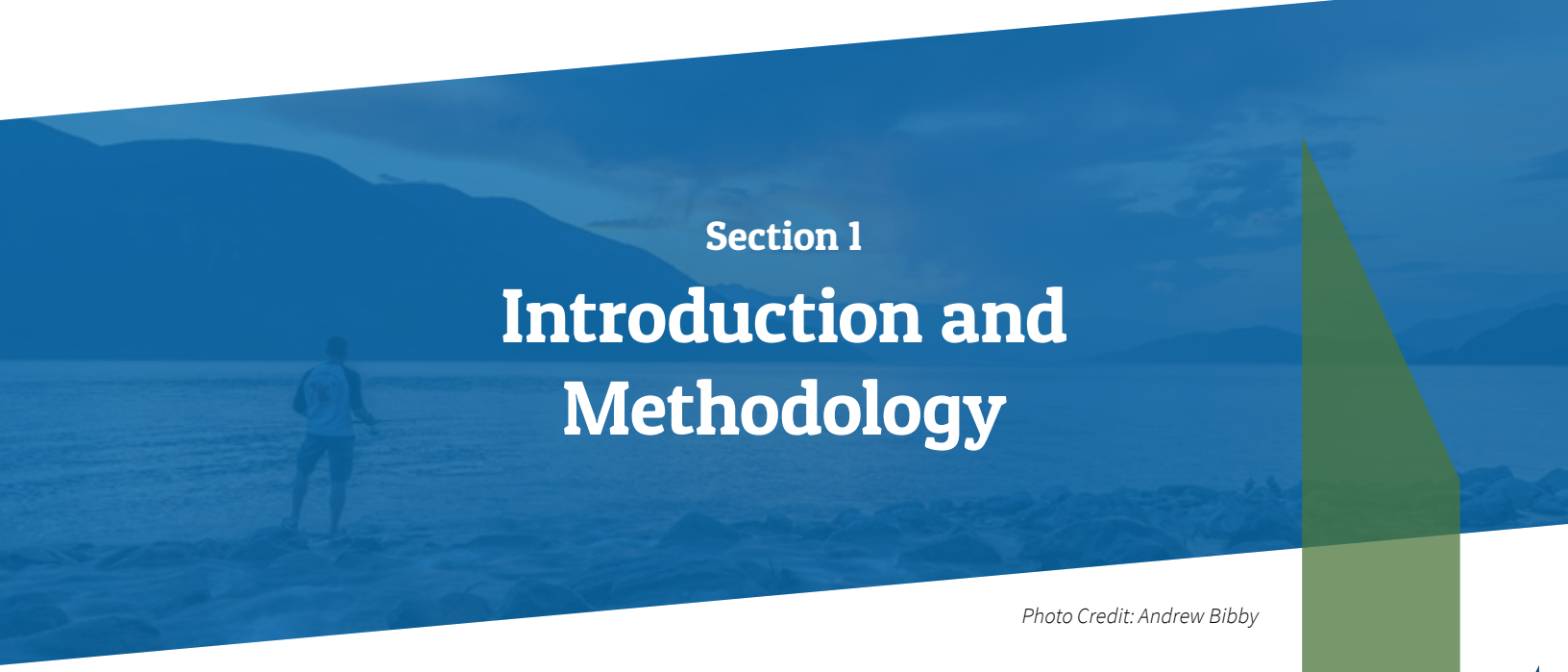


Section 1

Introduction and Methodology

Photo Credit: Andrew Bibby

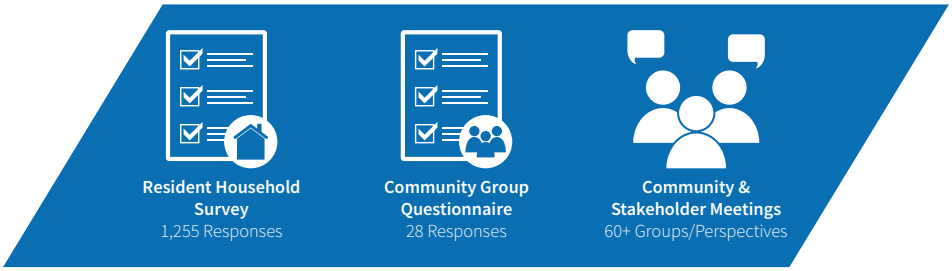
Parks and recreation provide multiple pathways to wellbeing for individuals and communities. The Regional District of Central Kootenay has developed this new Parks and Recreation Master Plan for the Town of Creston and Electoral Areas A, B and C to guide the provision of parks, recreation, culture and trail services for the next ten to fifteen years.

The 8 Benefits of Parks and Recreation

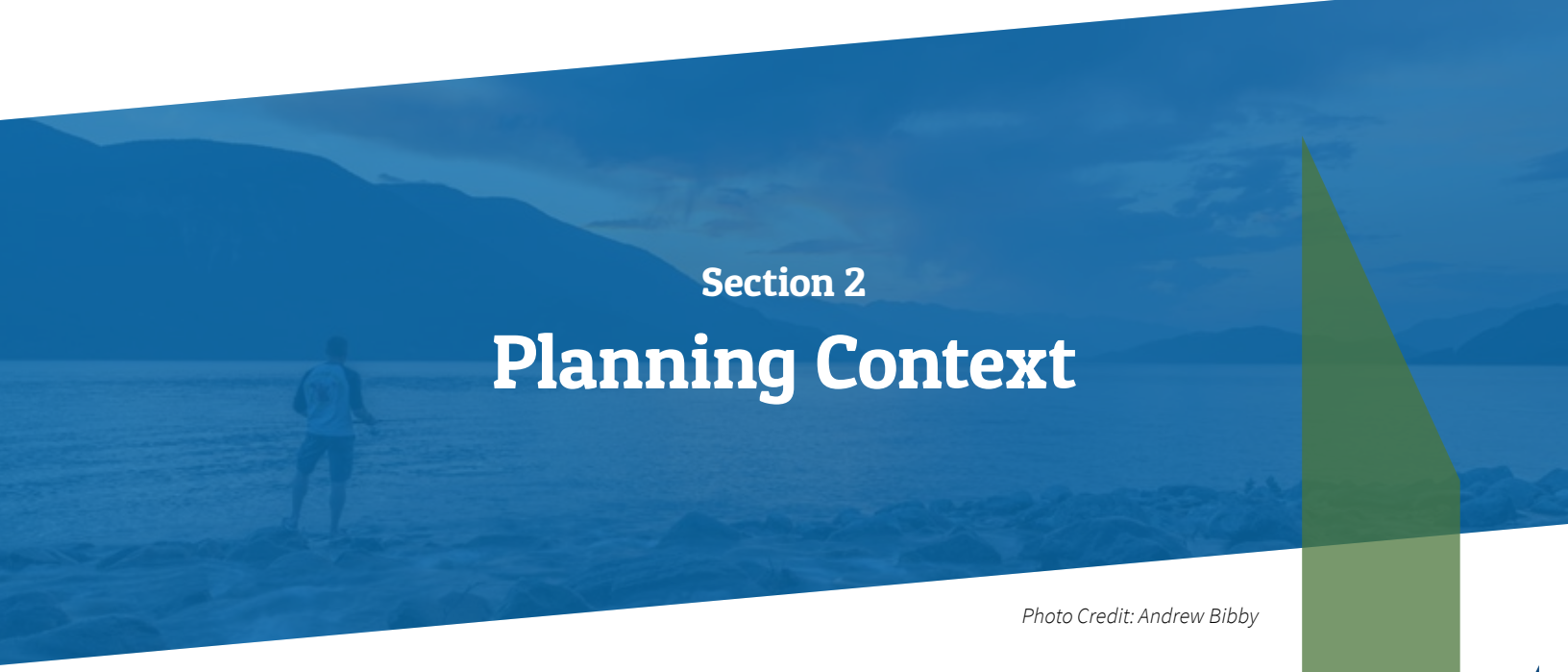
- Is essential to personal health and wellbeing
- Reduces health care, social service and police/justice costs
- Builds strong and healthy communities
- Is a significant economic generator
- Green spaces are essential to wellbeing
- Provides a foundation for quality of life
- Provides the key to balanced human development
- Reduces self-destructive and anti-social behaviours

The Master Plan was developed based upon a thorough program of research (presented under a separate cover). The different inputs are identified in the following graphic.

Feedback gathered from the community was a very important input to the Master Plan recommendations. As illustrated in the following graphic a broad array of perspectives and responses were collected through the various engagement methods.



To see the detailed findings from these engagement activities and the other elements of research conducted please refer to the “State of Parks and Recreation” report.



Section 2

Planning Context

Photo Credit: Andrew Bibby

While it is one of the significant strategic municipal plans, the Parks and Recreation Master Plan is itself governed by some other plans and bylaws of the Regional District of Central Kootenay. It is also complementary to several other RDCK plans. Further, there are other points of context that need to be considered by the Master Plan. These include some specifically in the purview of the Town of Creston and Areas A, B & C but also include some plans, policies and frameworks for senior levels of government. These different pieces are summarized in the accompanying research report (under seperate cover); they are identified below.

Local Planning:

- Regional District of Central Kootenay Bylaw 2044: Parks Plan (2009)
- Town of Creston Official Community Plan (2017)
- Town of Creston Corporate Strategic Plan 2018-2019
- Cultivating Creston: Integrated Community Sustainability Plan & Age Friendly Action Plan Update (2014)
- Electoral Area A Official Community Plan (2013)
- Electoral Area B Official Community Plan (2013)
- Electoral Area C Official Community Plan (2013)
- 2006 Regional District of Central Kootenay Creston and District Community Complex and Recreation #3 Master Plan
- A number of other studies and policies related to recreation and parks in the area.

Provincial

- Active People, Active Places: BC Physical Activity Strategy (2015)
- BC Parks & Recreation Association Strategic Plan (2017)
- Provincial Agricultural Land Commission
- Creston Valley Wildlife Management Area

National

- Framework for Recreation in Canada (2015)
- Canadian Sport for Life (CS4L)
- Let's Get Moving: A Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada (2018)
- Final Report of the Truth and Reconciliation Commission of Canada (2015)
- Creative Canada (2017)
- Parks for All: An Action Plan for Canada's Parks Community (2018)

International

- United Nations Declaration on the Rights of Indigenous Peoples

The Framework for Recreation in Canada serves as one of the most significant influences on this Master Plan. The Framework presents a renewed vision and five goal areas for recreation that is the result of consultation with key sector stakeholders as well as representatives from other sectors including physical activity, parks, health, education and justice.

A Renewed Definition of Recreation

"Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing."

– A Framework for Recreation in Canada 2015: Pathways to Wellbeing

Key tenets of the Framework are noted as follows.

1. High quality, accessible recreation opportunities are integral to a well-functioning society.
2. The recreation sector can be a collaborative leader in addressing major issues of the day.
3. All people and communities deserve equitable access to recreational experiences. Recreation must be accessible and welcoming to all.

At the end of this plan, a table showing how each of the recommendations contained herein align with the goals of the Framework is provided.

Photo Credit: Cheryl Jaggers

Section 3

The Current State of Parks and Recreation

Photo Credit: Andrew Bibby

Recreation is an important contributor to the quality of life of residents in the Regional District of Central Kootenay. While demographics are evolving and the population continues to age, the District currently has an opportunity to become a national leader in the provision of senior-oriented recreation opportunities, programs and infrastructure within the Town of Creston and Electoral Areas A, B and C. **Balancing opportunities for seniors while meeting the needs of the Region's growing number of young families will prove challenging.** High quality and transparent engagement with residents can provide important insights into what types of programs are valued and well utilized, helping to guide future decision making. Recognizing broader recreation service delivery trends, striving towards best practices and being responsive to resident engagement feedback are excellent strategies for success. The following section outlines the key learnings from research and engagement conducted during the development of this Master Plan. For more detailed information, please refer to the State of Parks and Recreation (2019) report under separate cover.

3.1 Broader Service Delivery Trends & Influences

- Recreation and parks services are increasingly being viewed as **essential** – providing **social good** and integral life skills for residents.
- There are decreased expectations for cost recovery and user fees in some communities and areas due to increased recognition of **social return on investment.**
- **Partnerships** are becoming more important, especially **regional collaborations** and increased integration with **school boards.**
- Some communities are investing in **sport tourism** to make the most of infrastructure and enhance economic development.
- Volunteers are getting **burned out** and municipalities are now looking to provide additional supports, as the nature of volunteerism itself is changing.
- Recreation and parks infrastructure across Canada is aging and needs significant reinvestment. **Asset management** is top of mind for many municipalities.
- Recreation and parks experiences need to be refreshed to remain effective – they must meet **modern user expectations.**
- Groups are demanding **higher quality facilities** with **more amenities.**
- Municipalities are increasingly operating **non-traditional facilities** such as gymnastics facilities, climbing walls and expanded fitness programs that were historically left to the private or not-for-profit sectors to provide.

3.2 Engagement Takeaways

- There is generally strong recognition among study area households and community groups of the benefits that parks and recreation provide, with investments in parks and recreation viewed as ultimately benefiting the entire community and increasing the attractiveness of the area to potential residents/visitors.
- There is an appetite for additional recreation and parks infrastructure within the study area. **Trails** and **lake access** were commonly mentioned by residents and stakeholders. Improving the quality of **fields** and **accessibility** of existing infrastructure can help improve experiences.
- More than half (59%) of those surveyed expressed there is a **need for new/upgraded parks and recreation facilities within the study area.**
  - » Indoor amenities identified for improvement or development include a **climbing wall**, a **youth centre,** the **library**, expansion of the **pool** and **performing arts spaces.**
  - » Outdoor amenities identified for improvement or development include **lake access**, **walking trail system, campgrounds, swimming areas and picnic areas.**
- Around 60% of respondents expressed **support for the RDCK acquiring land and developing parks.** Just over **40% support increasing annual property taxes** to meet recreational needs, with **74% supporting an increase of up to $100.**
- **Affordability** is a major barrier to resident participation in recreation. Nearly one-quarter of residents surveyed identified admission fees as a barrier, with an additional 20% suggesting that programming costs should be lowered.
- **Cost or tax implications** are important considerations to households when it comes to the RDCK developing additional parks or recreation infrastructure or purchasing land. Ensuring that household and community group priorities guide decision making is important, as decisions should reflect both resident demand and the content of the subsequent Master Plan document.
- Community groups frequently expressed that they would like the **RDCK to provide greater assistance to community organizations.** Community groups surveyed overwhelmingly (96%) support the development of new parks and recreation infrastructure in the study area.

It is important to note that in total 1,255 household surveys were returned, representing a statistically reliable response rate of just over 17% and providing a margin of error of ±2.9%, 19 times out of 20. In addition, 28 local groups provided feedback via the group survey.

3.4 Research and engagement summary and implications

Key summary findings form the research and engagement data contained in this report are presented below:

Key Finding	Supporting Research & Engagement	Potential Impacts on Future Parks & Recreation Provision
It is anticipated that the population of the Town of Creston and Electoral Areas A, B and C will grow steadily moving forward	• Population projections suggest the study area population may exceed 16,500 by 2036	• Households and community groups are likely to expect service levels to be, at minimum, sustained • More residents mean demand for both existing and new types of recreation opportunities will increase over time
There is currently a high proportion of seniors within the study area with migration this proportion is expected to remain sizeable	• The median age of residents is 55.8, 13 years older than the provincial (British Columbia) median • The largest cohort groups are between the ages of 55 and 69	• Providing access to inclusive parks and recreation amenities and programs will be key to supporting aging-in-place • Low-impact, holistic, wellness based programs are highly attractive to older populations
The number of young families within the study area is poised to increase	• Households surveyed indicate an influx of younger families into the area • The 5-9 to 15-19 age cohorts are larger than the 20-49 group	• Developing new programs and amenities that appeal to children, youth and families should be prioritized • Traditional activities such as swimming, soccer and dance remain popular among youth • Emerging activities such as dance, gymnastics, pickleball and hiking/ outdoor education programs are popular among nearly all age groups in Canada
The provision of parks and recreation in the study area is led by the RDCK, but contingent upon partnerships and service agreements with community and volunteer organizations	• Service agreements are in place with several sports and community groups • The District has business agreements with service providers within the Creston & District Community Complex • RDCK grants are provided to community groups on an annual basis, with community groups suggesting additional funding is needed	• Current and future partnerships will be key for the District to maintain service levels • Exploring partnerships with local school boards (i.e. joint-use agreements) may provide residents and groups with expanded access to gym space and greater utilization • The District is likely to face pressure to increase grant funding levels for community groups delivering programs or operating rural halls
The strategic planning and policy framework within the study area is supportive of parks and recreation as important to community development and providing residents with a high quality of life	• Local and regional plans broadly support the development of additional parks and recreation opportunities • Provincial and national level strategies provide broad support for parks and recreation provision	• The Master Plan document should align with District plans and policies, including projects and initiatives identified • Increasing access to parks and recreation, particularly to waterbodies, is a major priority area

Key Finding	Supporting Research & Engagement	Potential Impacts on Future Parks & Recreation Provision
The Creston & District Community Complex is well utilized but is operating within its designed capacity	• The Creston and District Community Complex Arena (ice surface) is at 90% utilization during prime time hours, with less demand after 10 PM • The fitness centre is at 25% capacity with over 25,000 entries per year • The fitness studio has over 100 program bookings per year with represents 60% capacity • Meeting rooms are at 40-60% booking capacity	• Utilization rates are likely to increase over time as the population grows • There is current capacity to expand program offerings within the fitness centre • Community groups indicate need for additional meeting spaces, but utilization statistics suggest that increasing awareness of current facilities may be beneficial
Parks and recreation are highly valued and important to households and community groups in the study area	• A consistent theme within the engagement data is the high value that households and community groups place on parks and recreation • Households and groups believe that parks and recreation benefit the whole community, with a strong connection established between such amenities and community development • The relevance and importance of recreation and parks translate into residents wanting more of existing and possibly new District services (parks, trails, etc.).	• The intrinsic benefits of parks and recreation is well recognized by residents • Residents view parks and recreation as critical components of community development, including local economic development and enhancing the attractiveness of the area to new residents • Parks and recreation projects/initiatives should be framed around the holistic benefits offered, both for residents and visitors/tourists
Demand exists for both additional structured and unstructured programs and recreation opportunities, as well as for new facilities and amenities	• Households have indicated they would like to see additional outdoor programming in areas such as hiking, musical performances and indoor programming in areas such as fitness and wellness and the performing arts • Community groups have indicated that additional infrastructure is needed to support sports groups, including tennis courts and soccer fields	• Balancing demand for new programs and infrastructure while ensuring efficient use of current amenities will require ongoing engagement and monitoring
Awareness of parks and recreation amenities/ programs should be improved, with programs designed to be as accessible/ affordable as possible	• Households have indicated that admission fees and program costs are barriers to participation • Households have also expressed a lack of knowledge about District parks and recreation amenities/programs	• The District should explore ways to increase program affordability to improve equitable access to recreation and increase participation • Increasing communication efforts to residents may broaden overall awareness of opportunities and increase support for new initiatives

Key Finding	Supporting Research & Engagement	Potential Impacts on Future Parks & Recreation Provision
While there is support for the District to develop new parks and acquire land, cost and tax implications are top of mind for households	• Households identified concern over increased taxes as a result of costly projects/land acquisitions • Many households indicated support for new/additional parks on a case-by-case basis, indicating that they would support projects that make sense, are in appropriate locations and that are identified through the Master Plan process	• Parks and recreation projects/initiatives should align with priorities identified through the engagement process and be reflected within the Master Plan document • Large scale and high cost projects are likely to be met with skepticism by some households. Ensuring the benefits of such investments are clearly communicated is key to support
Developing additional trails and increasing access to waterbodies within the study area, particularly Kootenay Lake, are likely to be broadly supported by households and community groups	• Both households and community groups expressed keen interest in seeing additional hiking and walking trails be developed • Expanding public access to waterbodies within the study area is seen as an important priority and households and community groups are supportive of the District focusing efforts on increasing such access	• Expanding the trail network within the study area should be a priority • While there is support for the District purchasing land for parks/recreation purposes, it is likely that initiatives to purchase land to increase lake/river access for the public will be most strongly supported

Photo Credit: Andrew Bibby

3.5 Preliminary Infrastructure Priorities

The following tables explain how different aspects of research and engagement translate into priorities for new or enhanced recreation and parks infrastructure. It is important to note that these priorities are identified through frequency of response; final RDCK priorities for the study area are defined later in the Master Plan once other considerations are taken into account.

Infrastructure Priorities - Indoor

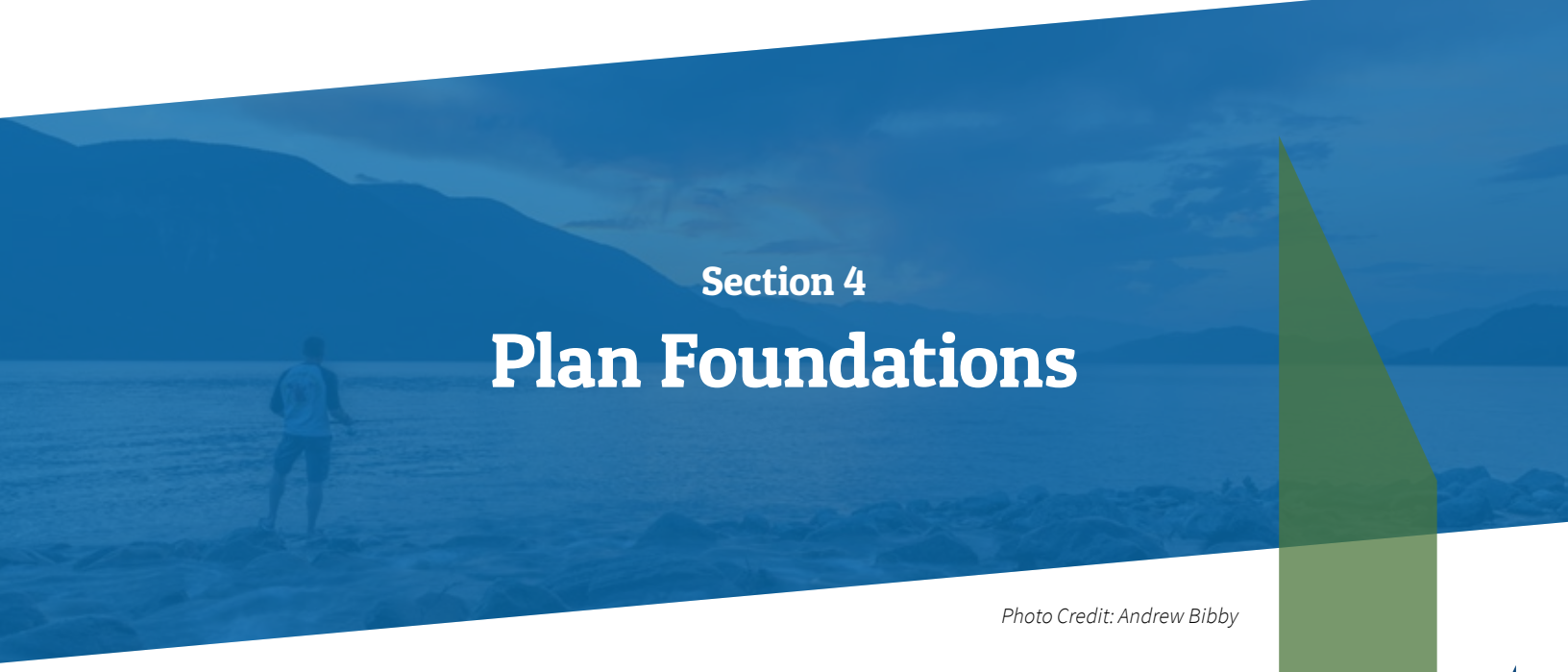
	Resident Household Survey	Community Group Survey	Stakeholder Interviews / Meetings	Trends	Plans	Inventory & Assessment	Population / Growth & Utilization	Total
Indoor								
Gymnasium type spaces		1	1	1		1	1	**5**
Walking / running track	1			1		1	1	**4**
Climbing wall	2	1						**3**
Youth centre	2						1	**3**
Library	2	1						**3**
Fitness / wellness facilities	2			1				**3**
Performing arts / show spaces	2	1						**3**
Child playgrounds	1	1				1		**3**
Indoor field facilities		1		1		1		**3**
Pool facilities expansion / attractions	2							**2**
Art display spaces	1	1						**2**
Court sports	1	1						**2**
Museum /interpretive facilities		1						**1**
Community hall / banquet facilities		1						**1**
Community meeting rooms		1						**1**
Ice arena facilities							1	**1**
Dance /program / martial arts rooms								**0**
Leisure ice surfaces								**0**
Classroom / training space								**0**
Curling rinks								**0**

Note: top household survey priorities are given a weighting of "2"; other household survey priorities and priorities identified through other areas of research and engagement (as indicated) have been given a weighting of "1".

Infrastructure Priorities - Outdoor

	Resident Household Survey	Community Group Survey	Stakeholder Interviews / Meetings	Trends	Plans	Inventory & Assessment	Population / Growth & Utilization	Total
Outdoor								
Walking trail system	2	1	2	1	1	1	1	**9**
Access to the lake	2	1	2		1	1		**7**
Open spaces	1	1	1		1	1	1	**6**
Amphitheatres / event spaces			1	1	1	1	1	**5**
Campgrounds	2	1			1			**4**
Interpretive trails	1	1		1		1		**4**
Swimming areas	2					1		**3**
Picnic areas	2	1						**3**
Tennis courts					1	1	1	**3**
Sports fields			1		1	1		**3**
Mtn bike park / trails	1	1						**2**
Community gardens	1	1						**2**
Track & field space		1				1		**2**
Ball diamonds		1			1			**2**
Dog off leash areas	1							**1**
Child playgrounds		1						**1**
Skateboard parks		1						**1**
Pickleball courts						1		**1**
ATV / dirt bike trails								**0**
Water spray parks								**0**
Basketball courts								**0**
BMX bicycle parks								**0**
Boarded skating rinks								**0**

Note: top household survey priorities are given a weighting of "2"; other household survey priorities and priorities identified through other areas of research and engagement (as indicated) have been given a weighting of "1".



Section 4

Plan Foundations

Photo Credit: Andrew Bibby

A vision and mission are presented for recreation and parks provision in the Creston and Electoral Areas A, B & C. A series of principles are also presented. The vision, mission and goals are based upon the research and engagement information gathered and the insight and influence of the project steering committee and consulting team. These foundations serve as a lens through which decisions can be made. Four desired outcomes are presented to help tie the strategic recommendations to the planning foundations.

Vision

Residents live active and creative lifestyles through quality parks and recreation opportunities.

Mission

To support the provision of parks and recreation opportunities for the residents of Creston and Electoral Areas A, B & C through the Regional District of Central Kootenay, partner organizations and community activities.

Guiding Principles

- The physical and financial sustainability of the natural and built environments is an important consideration.
- Services are responsive to changing community needs and service expectations.
- Partnerships with the RDCK are integral to building healthy and thriving communities.
- Well planned and maintained open spaces and quality recreation facilities improve a sense of wellbeing where people live. As a focal point for community activities, recreation provides opportunities for social interaction and connections with nature.
- Recreation and parks has a vital role to play in promoting healthy living and preventing illness and in the social development of children through play, sports and interaction with others.
- Decision making is conducted using fair and open processes.

Desired Outcomes

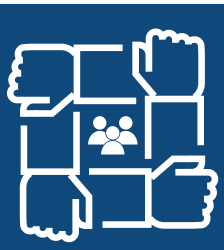
1

Residents are living healthy lifestyles.

2

Residents have access to and participate in recreational and parks activities both indoors and outdoors.

3



Communities are strong and caring.

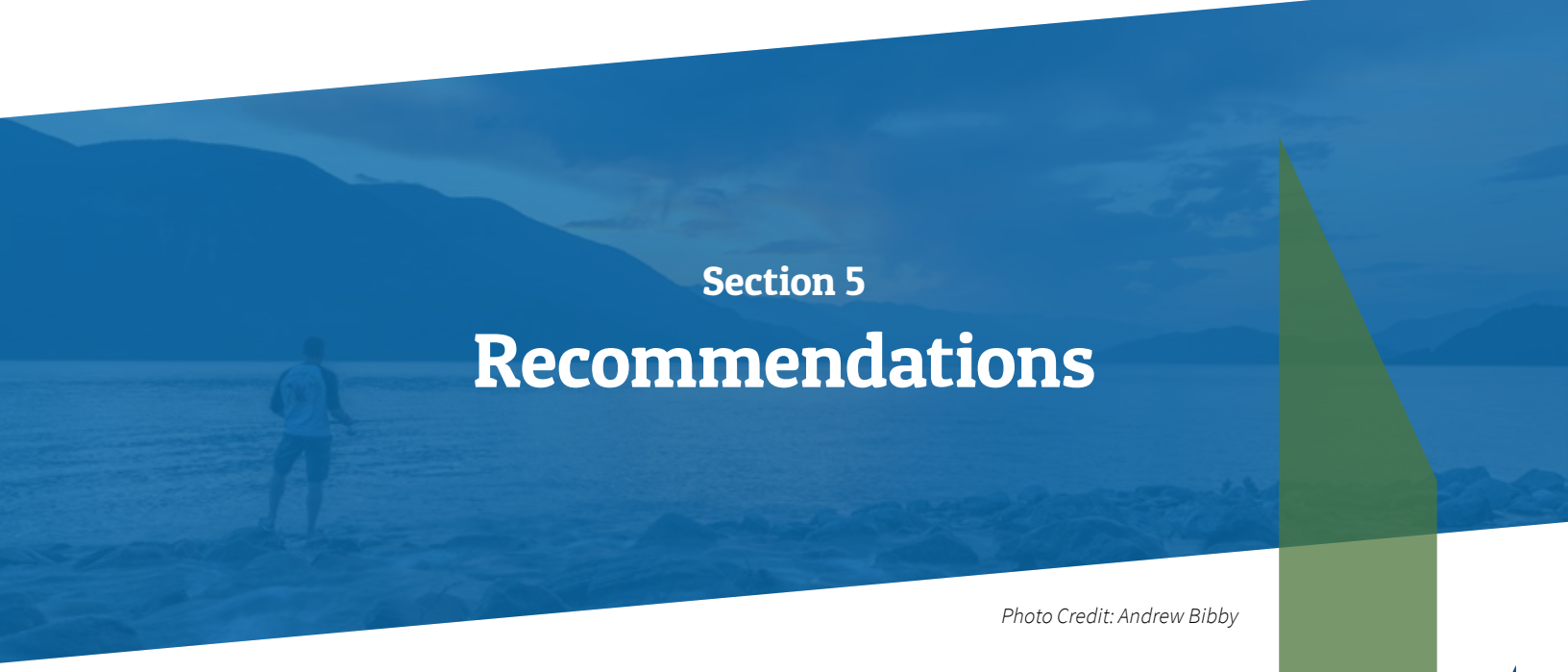


Photo Credit: Andrew Bibby

Section 5

Recommendations

Master Plan recommendations are presented according to three themes: 1) Programming & Events; 2) Parks and Recreation Infrastructure; and 3) Service Delivery. Across each of the themes the individual recommendations are presented in a similar manner. The recommendation is written as an action that the Regional District of Central Kootenay can take. A description of the recommendation is included which provides an explanation of it. The "Justification" section indicates from which research or engagement elements the recommendations originated. While there often may not be a straight line from a specific research finding to the recommendation, elements from several research findings overlaid with a broad understanding of the study area and parks and recreation provision lead to the recommendation. Each recommendation includes a quick reference checkbox to indicate which aspect of the research and engagement presented in the "State of Parks and Recreation" document supports the recommendation. The categories include Trends & Issues; Plan Review; Resident Survey; Group / Stakeholder Input; and Industry Experience. This last category represents the contribution of the consulting team as developed through knowledge gained by working in innumerable communities.

Icons are utilized to demonstrate the alignment with the Master Plan's desired outcomes.

Implementation considerations are provided as well. This should not be considered an implementation plan for each recommendation; rather it offers some suggestions and steps for moving the recommendation forward.

Photo Credit: Daniel Seguin

5.1 Programming & Events

Recommendations included herein speak to specific program and event ideas but also to a mindset around the provision of these services.

Recommendation 1: Provide and promote low cost and free programming opportunity options.

Outcomes:

Justification:

- ✔ Trends & Issues
- ✔ Plan Review
- Resident Survey
- ✔ Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

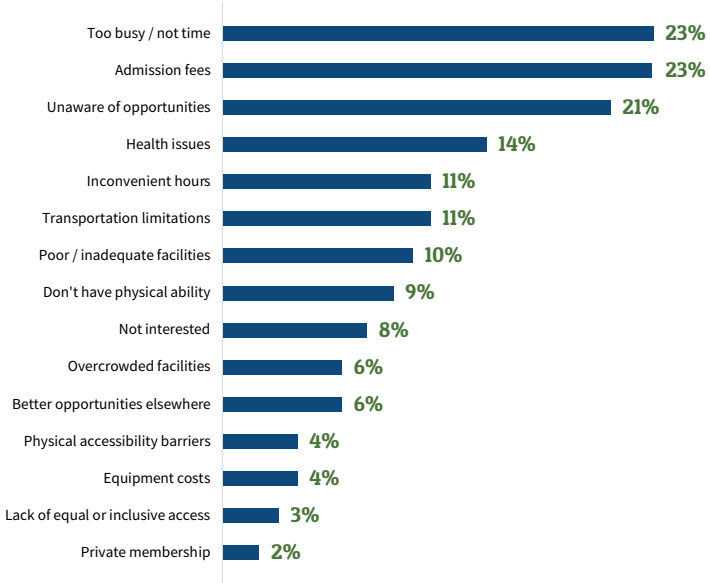
Implementation Considerations:

- Identify a schedule for a low cost and free programming day. This could be Family Day.
- Promote the free activities.
- Track participation levels and numbers of newcomers to the programs and events.
- Support the work on the RDCK Fees and Charges Policy.

Description: The intent of the RDCK providing parks and recreation opportunities is to enhance the health and wellbeing of individuals and communities. This philosophical position suggests that it is important for people to have the opportunity to participate in programming and other opportunities. While there is a plethora of outdoor spontaneous opportunities for which there is no cost, there are innumerable opportunities including programs and facility access that have a cost.

Through the engagement, cost was identified as a significant barrier for some people. As such to help address this barrier and to help achieve the outcomes of this Master Plan it is important to provide low cost and free programming opportunities. These opportunities may be on an occasional basis and could involve "try it" days in which people are able to try other activities at no cost. Programs may be offered at a cost that would cover the cost of the instructor. There are innumerable means of achieving this recommendation but overall the intent is to enhance levels of participation that have been limited due to cost. There is a financial assistance program at the Creston and District Community Complex (CDCC) however this is not as well subscribed to as it could be nor does it cover the broader range of programs and opportunities offered throughout the area.

Barriers to Participating in Recreation Opportunities in the Study Area



It is important to note that the Regional District is not the sole provider of parks and recreation programs and opportunities so that the provision of low cost and free programming on a broader level could involve other parties in the service provision landscape such as community organizations or sport groups.

Recommendation 2: Recognize the impact of parks and recreation opportunities on tourism.

Outcomes:

Justification:

- ✔ Trends & Issues
- ✔ Plan Review
- Resident Survey
- ✔ Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

Implementation Considerations:

- Review data gathered through the tourist information centre to help determine opportunities sought.
- Develop a list / inventory of top tourism draws amongst the parks and recreation opportunities.
- Develop collateral material to promote and encourage use of these opportunities.

Description: Residents of the Creston area are proud of their community and the recreational opportunities afforded to them because of the natural setting. This same setting is an attraction to visitors to and through the area. While efforts of the RDCK should have a focus on providing opportunities and services to area residents, it should be recognized that these same opportunities and services can help service the tourism sector.

It is not uncommon that visitors to the area, even those on their way to another end point, will look to enjoy the opportunities in the Creston area. This may include the indoor facilities, community events and festivals and the area's parks and trails. The Creston Valley Wildlife Management Area offers a unique experience to view an array of waterfowl. Leveraging this opportunity may mean that improvements are needed in signage and scheduling, promotion and other areas in order to help satiate the interests of visitors.

Photo Credit: Andrew Bibby

Recommendation 3: Ensure programming is in place to address the needs of the sizeable and growing population of older adults.

Outcomes:

Justification:

- ✔ Trends & Issues
- ✔ Plan Review
- ✔ Resident Survey
- ✔ Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

Implementation Considerations:

- Create an inventory of organizations that work with seniors regarding health and recreation.
- Create an inventory of programs and services aligned with the issue.
- Facilitate a "congress" of associations to discuss the supply and demand of opportunities and look for opportunities to collaborate and identify gaps in services.

Description: While the population of younger families is becoming more prominent in the Creston area, the population of older adults is significant in the area and it is expected to keep growing both through in migration and aging in place. There are a number of agencies in the community that have a focus on providing services for this segment of the population and there are a variety of programs that are targeted to this segment as well. Partnerships also currently exist between the RDCK and organizations with the aim of keeping older adults healthy – the relationship between the Creston and District Community Complex (CDCC) and the Interior Health Authority is one example.

Aging in place refers to having older adults stay in their homes for as long as possible rather than move into supportive living facilities. In many cases having people staying in their homes longer is a less expensive option and, for some, is much more preferable. The ability to age in place is dependent upon a variety of factors including health and fitness. Helping to ensure that this older portion of the population stays as healthy as possible is good to help achieve this end. Of course it is a preferable outcome regardless of the living circumstances of the individual.

Programming to address the needs of this population requires the expertise of recreation professionals as well as others in the community. While necessitating the continued offering of programs by CDCC staff, implementing this recommendation suggests an overall approach to program design and delivery occur which further suggests the need for partnerships and perhaps an entity to examine the issue.

These programs can involve structured registration based programs; alternatively they can involve spontaneous activities that simply require infrastructure support such as appropriate walking paths / sidewalks and trail amenities (e.g. benches). This recommendation is not to suggest that programming for other elements of the community is to be ignored, there efforts are to continue. Rather this simply suggests that a focus on the programming for older adults is needed.

Recommendation 4: Continue to develop and offer nature and outdoor programming, particularly for the community's youth.

Outcomes:

Justification:

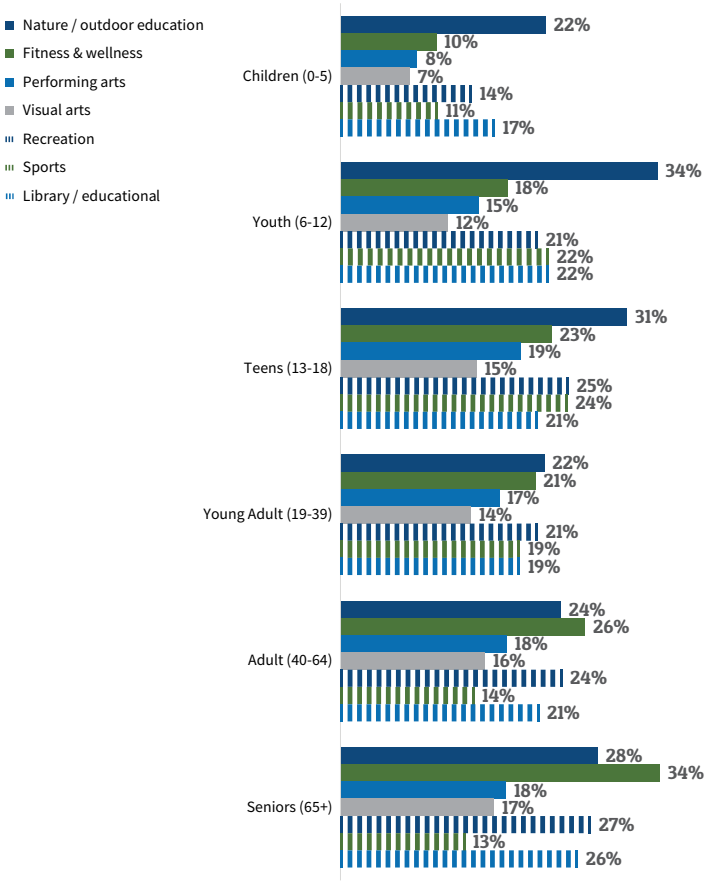
- ✔ Trends & Issues
- ✔ Plan Review
- ✔ Resident Survey
- Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

Implementation Considerations:

- Develop an inventory of outdoor programs aimed at youth.
- Gather any utilization and satisfaction information related to the inventoried programs.
- Develop new program ideas and continue to offer successful programs.
- Promote youth activity and participation in the community.
- Evaluate the programs for participation and satisfaction.
- Liaise with the Lower Kootenay Band to discuss opportunities to develop and deliver nature and outdoor programming.

Description: The natural setting is one of the biggest assets of the area. In fact it is often cited as a key reason for people moving to and staying in the area. This setting offers a "playground" in which people can participate in a variety of recreational activities including cycling, hiking and nature appreciation amongst many others.

Program Type Needed by Age Group



There is an interest from community members to ensure that the community's children and youth are able to appropriately and safely recreate in the natural environment. While it may not directly be RDCK staff that provide this programming, it does suggest that there may be partnering opportunities to see that these programs are available. Additional research is required to understand specifically what these programs would be as they could range from orienteering to bear safety to edible plant and berry education.

Recommendation 5: Support the development of significant community wide events.

Outcomes:

Justification:

- ✔ Trends & Issues
- ✔ Plan Review
- Resident Survey
- ✔ Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

Implementation Considerations:

- Inventory the community events and the groups putting them on throughout the study area.
- Gather utilization and satisfaction information if available.
- Convene a committee to look for opportunities to collaborate between existing events as well as the development or redevelopment of a significant "signature" event for the valley.
- The committee should include representatives from the Town of Creston, Electoral Areas A,B& C, the Lower Kootenay Band, the business community, as well as some members of the public.

Description: Community wide events can help foster community cohesiveness and pride. These in turn can manifest themselves in many other positive ways such as increased volunteerism, enhanced community cleanliness and greater community involvement. As cited previously these type of events can also be a draw for tourism.

While there are currently some community events, ensuring their sustainability is key. This involves understanding if the events are meeting the needs of residents (i.e. if people are not interested the event may need to shift its focus) and if the appropriate partners are involved and resources available. This does not imply that the RDCK conceive of and convene the events, rather it may suggest that the RDCK serve as a facilitator working with community organizations as they organize these events.

Photo Credit: Andrew Bibby

5.2 Parks and Recreation Infrastructure

The recommendations noted in this theme are related to indoor and outdoor parks and recreation infrastructure. They relate to specific infrastructure initiatives and also to decision making tools.

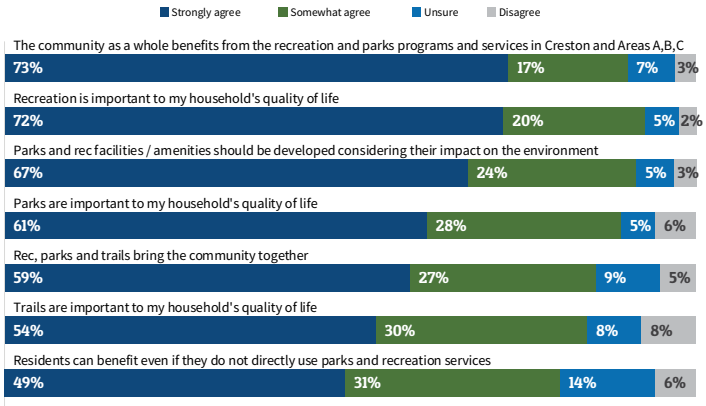
Recommendation 6: The concept of sustainability needs to be applied to decision making about the development, operation and utilization of facilities and spaces both indoors and outdoors.

Outcomes:

Description: Investment in facilities and spaces is a significant action and one that has long term implications. It is important to consider these long term consequences when making these decisions. This factors into consideration for how infrastructure is developed and built. Resources are finite and limited. As such the best course of action is to utilize them in a manner that maximizes the investment. This investment needs to be concerned with environmental, social and economic aspects of sustainability.

In such an appealing natural setting as the study area, the environmental aspects of a decision should seem obvious but often are not. Considerations may influence facility design (i.e. LEED certification) including the materials used in construction. The social aspect involves how the community will utilize the space and how it is viewed by the community. Finally the economic deals with financial matters. This encompasses costs of development and operations as well as revenue opportunities and economic development matters and tourist draw.

Benefits of Parks and Recreation



Consider an example of a regional park. When designing it there is typically a budget for capital construction which may or may not impact residential taxation. Questions to think about include:

- How much will this cost to build?
- How much will this cost to operate?
- Where are the funds going to come from?
- Are there revenue opportunities to offset these costs?

Recommendation 6: The concept of sustainability needs to be applied to decision making about the development, operation and utilization of facilities and spaces both indoors and outdoors.

Justification:

- ✔ Trends & Issues
- ✔ Plan Review
- ✔ Resident Survey
- ✔ Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

Implementation Considerations:

- Use the questions posed in this Master Plan to help guide decision making related to indoor and outdoor parks and recreation investment in existing or new infrastructure.

The design needs to be one that addresses the needs of the community although this may not be unanimous. Some questions to consider include:

- What community need is being addressed by this development?
- Is the facility able to accommodate all segments of the community?
- What benefits will be accrued through this development and operation?
- Who may be unsupportive? Why?

Finally, consideration needs to be given to the development's impact on the environment. Some developments may be to mitigate previously negative impacts. Others may bring with them some impact. Questions to consider include the following.

- Will its development cause undo impact on the environment?
- What environmental issues are being mitigated by this project?
- Does the benefit of not developing something outweigh the benefits of development?

Decisions are not easy but it is important to consider these three aspects as projects are being evaluated. For those facilities already in operation there needs to be some thought given to these issues as well. It may be as "simple" as maintenance which has environmental impacts but also costs. Some simple signage about appropriate use, how to dispose of waste, etc can help address sustainability for sites.

Photo Credit: Daniel Seguin

Recommendation 7: Acquire land for the development of park sites including access to water (e.g. rivers and lakes).

Outcomes:

Justification:

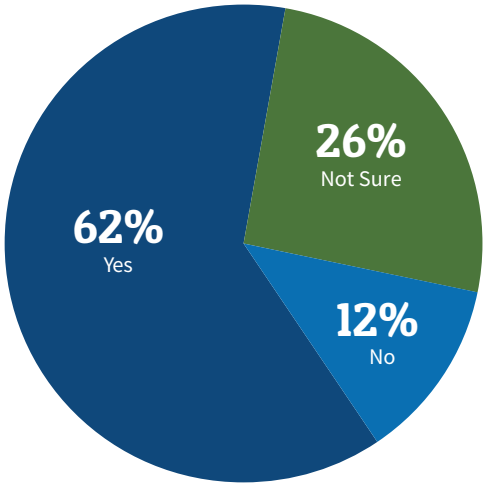
- ✔ Trends & Issues
- ✔ Plan Review
- ✔ Resident Survey
- ✔ Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

Implementation Considerations:

- Identify preferred areas or specific parcels for acquisition consideration.
- Develop a site selection tool to prioritize the list of potential sites.
- Where and when appropriate acquire sites.
- Consider establishing a reserve fund dedicated to land acquisition.
- RDCK governance and operational structures will need to be examined to enable this function.
- Support the RDCK Parks and Trails Strategy project.
- Review Agricultural Land Commission regulations to ensure compliance.
- Ensure the Creston Valley Wildlife Act is adhered to.
- Meet with the Lower Kootenay Band to discuss potential opportunities and seek opportunities of common interest.

Description: The RDCK recently purchased a site for a regional park development on Kootenay Lake so efforts have already been made in this regard. There are few points of public access to the Goat River or Kootenay Lake which has led to some emergent sites on private land. These undeveloped sites put strain on the space itself and because they are not developed, access is limited and/or dangerous.

Do you support the RDCK purchasing land for parks and recreation purposes?



The community has indicated an interest in the development of regional parks. The limited amount of public park space throughout Areas A, B & C points to a need for the space.

Recommendation 8: Implement an asset management approach to facilities.

Outcomes:

Justification:

- ✔ Trends & Issues
- ✔ Plan Review
- Resident Survey
- Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

Implementation Considerations:

- Create an inventory of all RDCK facilities along with facility assessments completed.
- Develop a prioritized list of RDCK facilities that require assessments completed.
- Based on inventory of facilities and replacement values begin annual budgeting.
- Create an inventory of partner facilities and amenities that receive some level of public support from RDCK and determine if assessments have been completed on the facilities.
- Consider establishing a life cycle reserve budget for indoor and outdoor recreation and parks infrastructure.
- Support the RDCK Asset Management project.

Description: Parks and recreation facilities are some of the costliest municipal facilities to develop and operate. They typically require a sizeable contingent of staff to operate and operations (including maintenance and utilities) are costly. As facilities age, greater investment is needed to maintain its functionality. The physical plant deteriorates and ultimately significant repair and / or replacement is needed. An asset management approach is a systematic means of planning for repair, refurbishment and redevelopment of facilities. Developing these plans helps prepare for the ultimate costs necessary.

Lifecycle budgeting involves setting aside a portion of funds in the operational budgets needed to pay for future costs of expected repairs or refurbishment. Typically a fixed percentage of estimated asset replacement value is identified and included in the budget. This can be 1.7-2.5% of replacement value.[1] Consider an arena. At some point the ice plant will need replacing and undertaking this type of budgeting will provide the funding necessary to replace the ice plant at the time without impacting the operational funding for that year.

Some municipalities include facility amenity refreshment planning as part of their asset management approach. This planning suggests that beyond the physical plant of the facility there can be a need to change or refresh the amenity. For example some aquatic facilities are refreshed to include leisure amenities that may have become "must have" elements long after the facility was built. Some facilities require periodic reinvestment to ensure the functional use and relevance of it is maintained.

Facility and site lifecycle replacement budgeting includes planning to replace existing facilities when the cost-benefit analysis associated with reinvestment is not warranted and new replacement infrastructure is the most appropriate way to proceed. Facility and site replacement budgeting would suggest that facilities are not only maintained on an annual basis through facility lifecycle planning but that money is also put away through operating budgets to pay for building new replacement facilities. As the life span of recreation facilities and spaces is typically between 40 – 60 years, this annual replacement planning would theoretically put smaller amounts away each year so that when the facility is decommissioned and needs to be replaced a substantial portion of the capital replacement value is already in reserves.

Further to the merits of lifecycle budgeting, even those municipalities that have secured sufficient lifecycle replacement budgets to actually replace facilities and sites need to decide what is most appropriate: reinvestment, repurposing, or replacing existing facilities or sites.

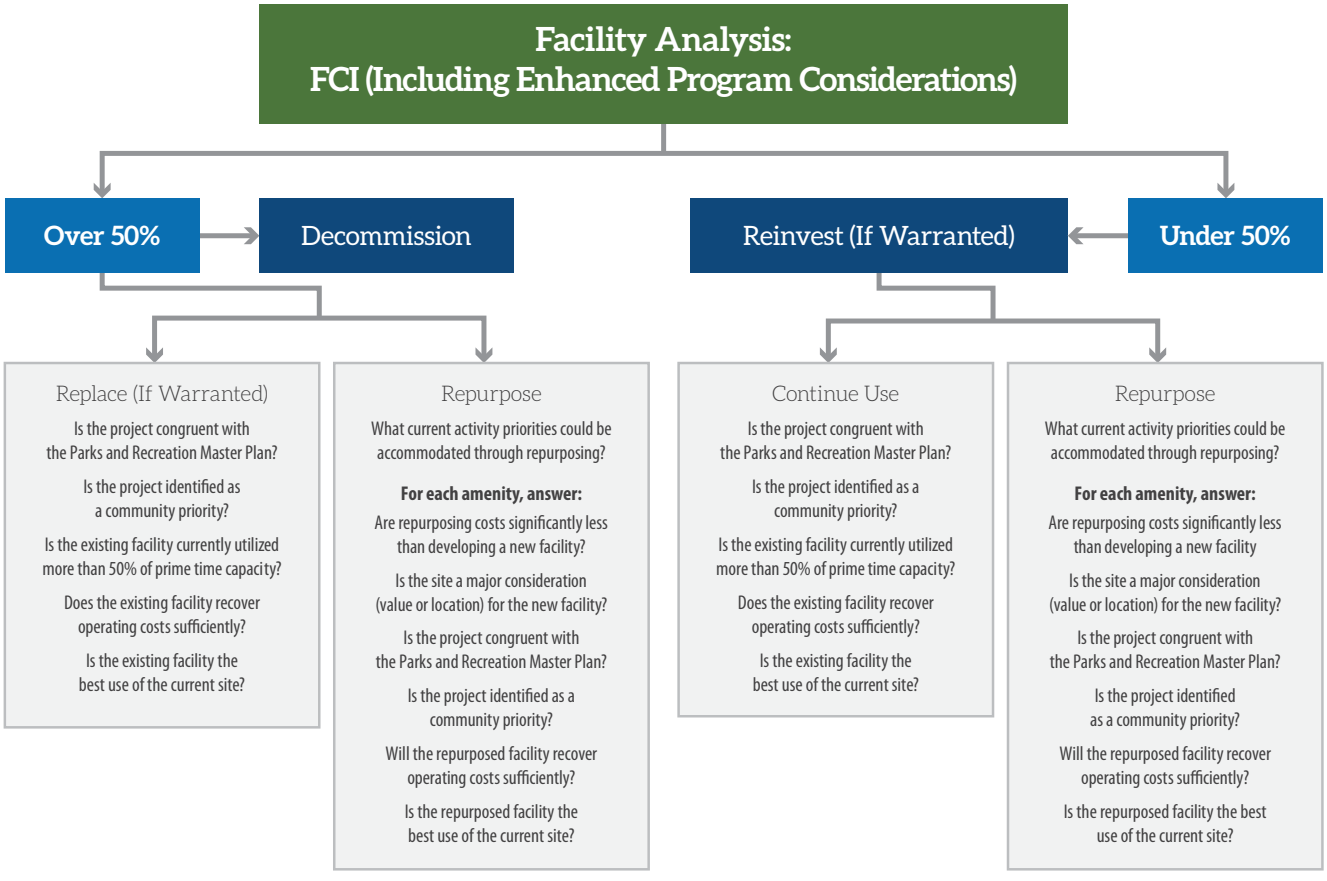
1 The 2016 Canadian Infrastructure Report Card suggests a range of 1.7% to 2.5% of replacement value for life cycle reserve budgeting for recreation facilities. http://canadianinfrastructure.ca/downloads/Canadian_Infrastructure_Report_2016.pdf

Recommendation 8: Implement an asset management approach to facilities.

The repurposing of existing indoor and outdoor recreation and parks facilities has great potential for meeting the needs of expanding programs as well as meeting the needs of newly introduced activities in the area. In order to effectively do so, facilities considered for repurposing must be analyzed in terms of exiting usage levels, and the costs associated with any changes. As even underutilized spaces in the area are valued by some residents, appropriate justification will undoubtedly be required to repurpose any existing public recreation and/or parks facility or space. If a facility or spaces has been identified for potential repurposed use, the Commission must engage the local community, users of the facility and the experts required to assess opportunities associated with sustained or repurposed uses (architectural and engineering assessment).

The concept of Facility Condition Index (FCI) is a common tool for government in assessing the potential of reinvestment in, or replacement of, a public facility. Currently, many Western Canadian municipalities utilize FCI to assist in decision making regarding the future of publicly owned facilities and spaces. FCI measures the required upgrade costs of a facility versus its replacement value. Those facilities or spaces that have repair to replacement ratios of over 50% (FCI) are candidates for repurpose or decommissioning. Those with FCI of under 50% are more likely candidates for reinvestment.

Although this approach is accepted and helpful, it does not account for the functionality of the facility in question. If a facility is structurally and mechanically sound, but it does not meet demands for functional programming of potential users, the FCI may warrant reinvestment which functionally may not be effective in meeting community needs. This issue is accentuated for recreation and parks facilities and spaces as many have unique and varied uses. The addition of a "program enhancement premium" needs to be understood when calculating FCI and assessing facilities for reinvestment, repurposing or decommissioning.



* If two or more of these questions are answered "NO", then the facility should be decommissioned. If not, the reinvestment/repurpose should be ranked through the system presented in the Parks and Recreation Master Plan against other potential projects.

This asset management approach should be applied to RDCK facilities but also to a degree to partner and community facilities, especially when they require RDCK support. Community organizations that own a facility should have an asset management plan in place. It is not uncommon for some organizations to address emergent issues at the time and have little proactive planning in place to help manage the facility. An asset management plan in place will help the association more effectively manage its facility.

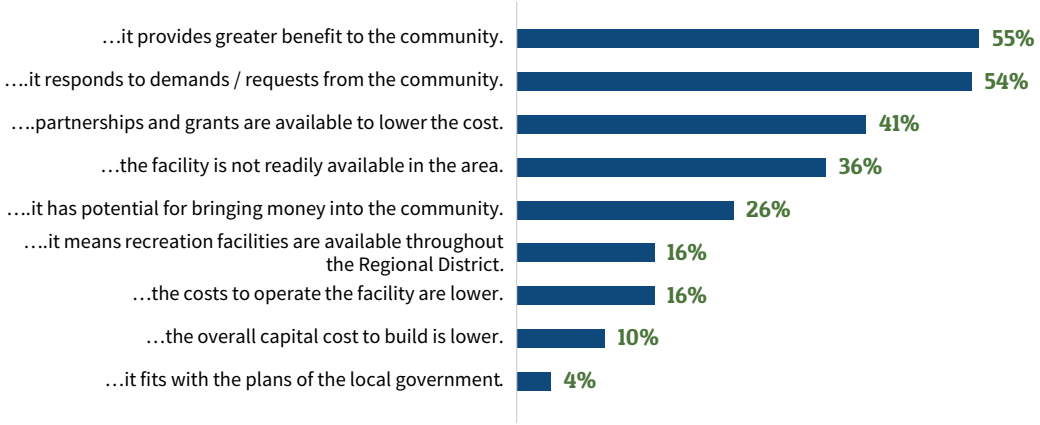
Recommendation 9: Utilize a project/amenity prioritization framework when contemplating numerous projects that are competing for RDCK support.

Outcomes:

Description: It is not uncommon that decision makers need to consider several potential projects and make a decision about which one should receive further attention. This can be a difficult decision and one that is fraught with emotion. Should resources allow multiple facility projects can be approved. A more likely scenario is one in which limited resources require a priority to be identified. The following prioritization tool should be utilized when having to make a decision about facility development between several possibilities. The framework reflects strategic intent, community input, trends in provision and economic development benefits.

Household Survey

A recreation facility project should be a higher priority if...



Criteria	Metrics				Weight
General public demand indicators	3 points — for top "#1-3" household survey amenity priorities	2 points — for "#4-6" household survey amenity priorities	1 point — for "#7-10" household survey amenity priorities	0 points — for amenity priorities that are beyond the top #10 and/or not in scope	5
User group and stakeholder demand indicators	3 points — for amenities that have strong indications of support from the majority of user groups and stakeholders	2 points — for amenities that have moderate indications of support from the majority of user groups and stakeholders	1 point — for amenities that have strong indications of support from one or two user groups or interest areas	0 points — for amenities that have no indications of support from user groups and stakeholders	5

Recommendation 9: Utilize a project/amenity prioritization framework when contemplating numerous projects that are competing for RDCK support.

Criteria	Metrics				Weight
Community accessibility	3 — the amenity would be completely financially and physically accessible to all residents	3 — the amenity would primarily be financially and physically accessible to all residents	1 — the amenity would be accessible to all residents via programmed/rental use	0 — the amenity would not be accessible to residents	4
Financial impact	3 — the amenity has a low overall cost impact	2 — the amenity has a moderate overall cost impact	1 — the amenity has a high overall cost impact	0 — the amenity is not likely to be feasible	4
Alignment with expected trends and demographic/ population shift	3 points — for amenities that are positioned to respond to more than two observed trends and expected shifts in demographics/ population	2 points — for amenities that are positioned to respond to more than 2 observed trends or expected shifts in demographics/ population	1 point — for amenities that are positioned to respond to one observed trend or expected shift in demographics/ population	0 points — for amenities that are not positioned to respond to observed trends or expected shifts in demographics/ population	3
Alignment with Master Plan foundations	3 — the amenity achieves three of the intended outcomes		1 — the amenity achieves one of the intended outcomes		2
Current provision in the Region	3 — the facility space would add completely new activity to recreation in the Region		2 — the facility space would significantly improve provision of existing recreation activity in the Region	0 — the amenity is already adequately provided in the Region	3
Cost savings through partnerships or grants	3 — partnership and/or grant opportunities exist in development and/ or operating that equate to 50% or more of the overall amenity cost	2 — partnership and/or grant opportunities exist in development and/ or operating that equate to 25%–49% or more of the overall amenity cost	1 — partnership and/or grant opportunities exist in development and/ or operating that equate to 10%–24% or more of the overall amenity cost	0 — no potential partnership or grant opportunities exist at this point in time	3
Economic impact	3 — the amenity will draw significant non-local spending into the Region and catalyze provincial, national and/ or international exposure	2 — the amenity will draw significant non-local spending into the Region	1 — the amenity will draw moderate non-local spending into the Region	0 — the amenity will not draw any significant non-local spending into the Region	2

Recommendation 9: Utilize a project/amenity prioritization framework when contemplating numerous projects that are competing for RDCK support.

Justification:

- [ ] Trends & Issues
- [x] Plan Review
- [x] Resident Survey
- [x] Community Groups / Stakeholders
- [x] Industry Experience and Knowledge

Utilizing the prioritization framework and analyzing a series of indoor and outdoor facilities / amenities the following list of priorities has been developed. This list is meant to guide decision making; it also demonstrates the functionality of the framework. As information changes the priorities may change.

Implementation Considerations:

- Adopt and use the prioritization tool.
- Identify potential projects that need to be prioritized in the region.
- Use the ranking to help guide decision making and revisit scoring as new information becomes available.

Indoor Facilities / Amenities	Score	Rank
Gymnasium type spaces	54	1
Fitness / wellness facilities	47	2
Indoor climbing wall	47	2
Walking / running track	44	4
Indoor field facilities	44	4
Library space	43	6
Indoor child playgrounds	42	7
Art display spaces	39	8
Youth centre	38	9
Pool facilities expansion / attractions	36	10
Community meeting rooms	34	11
Leisure ice surfaces (non-hockey)	30	12
Museum / interpretive facilities	30	12
Performing arts / show spaces	29	14
Court sports (e.g. racquetball)	28	15
Community hall / banquet facilities	26	16
Dance/program/martial arts rooms	21	17
Classroom / training space	21	17
Ice arena facilities	18	19
Curling rinks	13	20

Outdoor Facilities / Amenities	Score	Rank
Walking trail system	71	1
Access to the lake	69	2
Interpretive trails	62	3
Dog off leash areas	50	4
Mountain bike park and trails	47	5
Community gardens	42	6
Amphitheatres / event spaces / band shelters	42	6
Outdoor swimming areas	41	8
Campgrounds	40	9
Picnic areas	39	10
Open spaces (e.g. parks, greenfields)	38	11
Track & field spaces	33	12
Water spray parks	31	13
BMX bicycle parks	31	13
Pickleball courts	29	15
Basketball courts	29	15
Skateboard parks	28	17
Tennis courts	28	17
ATV / dirt bike trails	28	17
Child playgrounds	25	20
Outdoor boarded skating rinks	25	20
Sports fields	25	20
Ball diamonds	17	23

Recommendation 10: When considering the development of facilities, follow a defined project development framework.

Outcomes:

Description: Developing facilities is a significant undertaking. It can be a lengthy process and is costly. To appropriately develop a facility, a defined process should be followed. This process lays out a logical pathway that considers the information gleaned from this Master Planning process and works through more detailed levels of planning for facility need including anticipated costs.

The planning is intended to more clearly understand the project and its need along with the impacts the potential facility will have in the community. The process is instructive for community organizations to understand the diligence the RDCK will undertake as they work through this process. It can assist groups who are keen to help with the development of a facility to understand the types of information needed. Sometimes groups will provide some assistance by providing some elements of the information required.

Project Development Process

Strategic Planning
Establishes needs and priorities.

Tactical Planning
Clarifies how to best meet identified needs and priorities.

Preliminary Need Identified

- Does the recreation and parks project comply with the goals and strategic intent set out by the RDCK or its delivery partners and the RDCK's Parks and Recreation Master Plan?
- Does the resource service RDCK residents?
- Have any of the feasibility planning thresholds/ triggers been met?

Needs Assessment

- Conduct needs assessments, including:
  - » Resource provision in the market area;
  - » Demographics and growth;
  - » Trends; and
  - » Public consultation.
- Define the need for the resource in question. Have any of the feasibility planning thresholds/ triggers been met?

3 Months

Feasibility Analysis

- Explore impacts on resource development, including options for:
  - » Primary & secondary components;
  - » Potential sites; and
  - » Expansion (if existing) or building new.
- Impacts on existing resources.
- Capital and operating financial implications or resource provision.
- Business plan.
- Recommended course of action.

3 Months

Resource Development

- Detailed design of project.
- Detailed business planning.
- Fundraising.*
- Construction.

* If required.

12 - 24 Months

Recommendation 10: When considering the development of facilities, follow a defined project development framework.

Justification:

- ✔ Trends & Issues
- ✔ Plan Review
- Resident Survey
- Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

Implementation Considerations:

- Adopt the facility development framework
- Determine where potential projects or projects of consideration would fit in the framework and apply subsequent steps.

While the process can seem daunting, when considering potential projects in excess of $1M it is appropriate. The process can take from 18 to 30 months but with a commitment of public monies this deliberate approach is warranted. The process should be employed for potential facilities developed by the RDCK but also for projects led by community organizations who are looking for public support for the development.

The term potential project is utilized because there are decision points along the way to enable further study to be halted. It is typically upon completion of the feasibility study that people start to see projects as realities even though completion of a feasibility study does not mean a commitment to construction. Some commitment is needed to complete a feasibility study –either through the hiring of an independent resource or allocation of staff time some resources are required for this study. Typically a feasibility study needs to include a program of public engagement preferably one that is considered representative of the entire community. Facility concepts are included as part of the study along with anticipated capital costs and operating costs.

If two or more of the following triggers are met, it is recommended to start the feasibility analysis.

1. Facility spaces currently being offered approach 80% to 90% utilization on a sustained basis.
2. The cost to repair a facility is 50% or more of the cost to replace.
3. Trends and market assessment support that future demands for the facility type will remain stable or increase.
4. The facility in question and program services proposed provide equitable access for all residents as a public service.
5. The facility type and function aligns with RDCK strategic planning, broader planning initiatives and the Strategic Foundation outlined in this Master Plan.
6. Facility type and function are not currently or adequately provided through other agencies or private sector services in the region.
7. Potential or confirmed operational/capital partners are committed and established as registered societies, institutions or municipal governments and collectively represent sufficient membership or market segments to sustain use of the development for the life of the development.
8. An external partner (institution, municipality, volunteer and/or non-profit group) leading a facility development initiative has, or has access to, significant capital and/or operating resources.

Recommendation 11: Enhance the existing non-motorized trail network in the area.

Outcomes:

Justification:

- ✔ Trends & Issues
- ✔ Plan Review
- ✔ Resident Survey
- ✔ Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

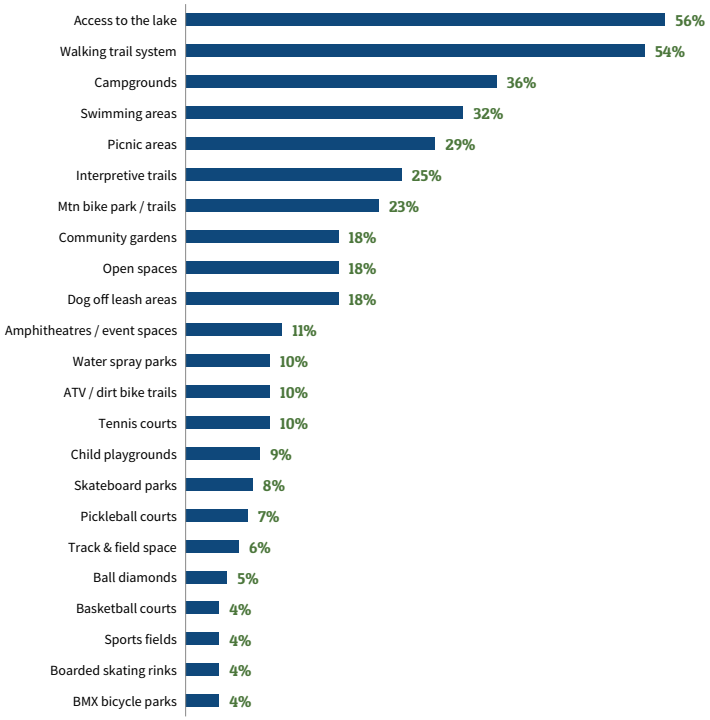
Implementation Considerations:

- Ensure the existing trail system is mapped and this map is shared with the community and tourists.
- Utilizing community feedback, identify the priority areas that need enhancing. This could mean gaps in existing trail connections in town, from town to rural, from community to community or in the wilderness.
- Develop a priority list for addressing the needs and solicit partners to help.
- While the Creston Valley Wildlife Management Area has a network of trails, its mandate of wildlife and habitat conservation is paramount to its recreational use.
- Meet with members of the Lower Kootenay Band to discuss opportunities for cooperation in trail siting and development

Description: Perhaps the most significant outdoor amenity is the network of non-motorized trails in the area. This network includes the walkways / paths / and sidewalks within the communities themselves including Creston. These trail networks are important assets as they are utilized by a large number of community members of varying abilities. People with some mobility challenges can use elements of a trail system as can families with young children among others. These systems are used for health purposes, as recreation outlets and as active transportation corridors for non-motorized means of transport.

Household Survey

OUTDOOR Recreation Facility Priorities



The Town of Creston has a transportation Master Plan in place that addresses its network and improvements needed. The trail / pathway system in town can help address an earlier recommendation of programming for older adults; it can also facilitate transportation around the community for non-vehicular traffic (something that includes everyone but particularly youth).

There are several entities in the community with a keen interest in the development of the non-motorized trail system, particularly outside the urban areas but with some connections to it (where feasible). These groups (including Trails for Creston Valley Society and Creston Community Forest) help develop some of the system and are eager along with the broader community to see enhancement to the system. System improvements include the extension of the existing network particularly related to connections to networks in the urban areas. Connections from the pathways in Creston to those in the surrounding wilderness is needed. Providing non-motorized trail networks between communities in the areas is needed. Finally the trail network would benefit from support amenities such as trail heads and signage.

5.3 Service Delivery

The recommendations noted in this theme are related to infrastructure. They relate to specific infrastructure initiatives but also to decision making tools.

Recommendation 12: Continue and enhance communication and promotion efforts related to parks and recreation opportunities and benefits.

Outcomes:

Justification:

- ✔ Trends & Issues
- ✔ Plan Review
- ✔ Resident Survey
- Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

Implementation Considerations:

- Inventory all communication channels and the consumption rates of those channels by the public.
- Develop a process that identifies communication channels, audiences for messaging and any timing. Opportunities for the community to infiltrate the process should be identified and shared with the community.
- Develop messaging around benefits and publish.
- Ensure messaging is inclusive of all people in the community.
- Ensure appropriate communication methods are being utilized to reach members of the Indigenous community. These communication channels can be identified by consulting with members of the Lower Kootenay Band and other Indigenous groups in the local area.

Description: There is a plethora of opportunities within Creston and Electoral Areas A, B & C. It is in the best interest of the provider and the individuals themselves to take advantage of these opportunities. Considering publicly funded opportunities (i.e. the Creston & District Community Complex) it is in the best interest of the public that these opportunities are completely subscribed to. In order to maximize the participation in and use of parks and recreation opportunities it is critical that people are aware of these opportunities.

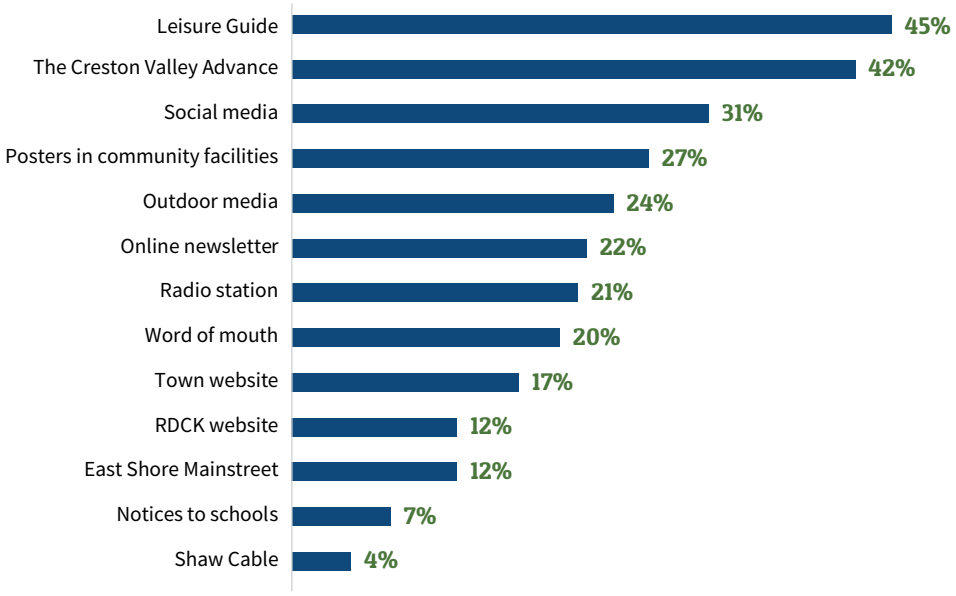
While communication efforts can be a challenge and require willing receptors, it is incumbent upon the RDCK to continue its efforts to communicate available opportunities. Additionally, communication around the benefits that are realized by participation in these opportunities needs to occur. While not everyone will participate in each opportunity there are benefits that accrue to people and the broader community when they participate.

The communication and promotion of opportunities should not be limited to those directly delivered by the RDCK. All opportunities need to be promoted in a manner that is easy for people to discover. It can be counter effective if people need to seek out a myriad of sources to learn of the opportunities. While it is important for the public to understand which services are provided by the RDCK (and thus are publicly supported) that "branding" can occur alongside this promotion – it should not be used as a filter for promotion.

Photo Credit: Andrew Bibby

Recommendation 12: Continue and enhance communication and promotion efforts related to parks and recreation opportunities and benefits.

Best Three (3) Means to Communicate Information About Programs & Events



This promotion can take many forms and can utilize a variety of channels. Certainly the existing communication channels should be utilized but also there needs to be consideration for tailored communiques. This may involve community organizations and partners to a greater degree than currently used. Some physical material may be needed as well, particularly as it relates to visitors to the areas. A trails map, for example, would be a very useful tool for visitors to the community who may be looking for opportunities. The RDCK is developing some valuable mapping information much of which is the result of community input. These resources need to be publicly available and in a manner that is easily accessible. Other communication mechanisms can be signage in the community. An inventory and examination of the existing signage is needed and improvements implemented. This is for the benefit of residents and visitors.

Recommendation 13: Provide outreach services to enhance programming and support community delivery efforts.

Outcomes:

Justification:

- ✔ Trends & Issues
- Plan Review
- ✔ Resident Survey
- ✔ Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

Implementation Considerations:

- Create an inventory of facilities beyond Creston in which programming can occur. For each facility note location, room size, amenities.
- Identify a short list of locations in which to pilot outreach programming. Criteria to consider include distance from Creston, facility availability and population concentration.
- Through an examination of existing data and anecdotal research, identify programs to offer.

Description: Considering the entire study area (Creston and Electoral Areas A, B and C) there are innumerable parks and recreation opportunities. While a concentration of the indoor facilities are located in Creston there are other facilities (e.g. community halls) found throughout the region. In terms of programming, community organizations do a lot of it. RDCK staff operating out of the Creston & District Community Complex directly offer or support the provision of innumerable programs as well.

Eleven percent (11%) of respondents to the household survey identified transportation as a barrier to participation. Considering only Area A, 22% said it is a barrier.

In order to help ensure all residents have appropriate access to a wide range of recreation and parks programming, the RDCK could deliver its programming (or support the provision of additional programming) at sites throughout the region. Doing so will bring programming out to the residents; it will address barriers associated with transportation as well as other accessibility issues. Often some programming is not offered in the more rural areas because of a lack of instructors. The risks associated with initiating a program may be beyond the capacity of a single person / instructor as well. The RDCK has the capability to send out qualified instructors to a variety of areas. It also has the resources to enable investment in a program to see it grow.

The outreach from the RDCK should extend beyond programming. The RDCK has significant expertise that it can bring to the community related to planning and facility operations. Recommendation 14 speaks to a community development approach the RDCK should take with community organizations. This is a form of outreach. Other aspects of outreach that are applicable here refer to issues around facility operations, care and maintenance.

Recommendation 14: Develop capacity within community organizations by providing support and training.

Outcomes:

Justification:

- ✔ Trends & Issues
- ✔ Plan Review
- Resident Survey
- ✔ Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

Implementation Considerations:

- Consulting with community organizations identify specific topics of training and specific support needed.
- Make the provision of support to groups part of service delivery.

Description: While the RDCK does directly deliver a sizeable amount of programming and opportunities – particularly through the Creston & District Community Complex – the majority of parks and recreation opportunities in the area are provided by a range of community organizations. Many of these organizations are led by volunteers as well.

This impressive efforts of volunteers is a testament to the dedication and passion of area residents. It is also critical in the delivery system. The level of expertise within the organizations to operate and manage itself varies as does the maturity (state of evolution) of the organizations themselves. The best case scenario from the RDCK's perspective is that these voluntary organizations effectively deliver their opportunities. In order to do this there does need to be a level of knowledge amongst the volunteer roles. Additionally because of the voluntary nature of these organizations (referring to the amount of time that can be dedicated to the cause as well as skill levels) there can be some advantages to having groups pool their knowledge and experience.

As such the RDCK should help ensure that these community organizations (partner organizations) are supported in their efforts. This can include some assistance with managing and running a volunteer organization, undertaking strategic or business planning, volunteer management including recruitment, promotional efforts, fundraising and so on. The RDCK could offer inservicing to organizations when required. Further a "conference" of community organizations could be convened in which challenges and successes can be shared amongst participants as well as some training occurring. Depending upon need, the RDCK could directly provide assistance with issues or topics such as grant applications or it could secure other experts to lead the training.

Recommendation 15: Establish and implement a formal process for community organizations to liaise with the RDCK.

Outcomes:

Justification:

- [ ] Trends & Issues
- [x] Plan Review
- [ ] Resident Survey
- [x] Community Groups / Stakeholders
- [x] Industry Experience and Knowledge

Implementation Considerations:

- Delineate the functions and outcomes of this process.
- Consider the most suitable department and / or position to situate this role.
- Formulate process and communicate to community organizations so that groups know when, why and how to engage.

Description: There are several community organizations that are working hard to develop and / or offer parks and recreation opportunities within the area. In some of these instances there is a need to work with the RDCK. This can exceed the assistance that could be addressed through the previous recommendation surrounding capacity building.

Currently organizations describe some challenges around liaising with the RDCK to help see projects proceed. A defined portal for community organizations to access the RDCK's processes and personnel is needed. This portal may be a process that describes RDCK personnel, the department, as well as information required. This is not to suggest that the interests and efforts of all groups will be agreed upon or furthered, it simply indicates a willingness to work directly with the community and provides an avenue to do so. While perhaps not warranted, there is some perception that community efforts to enhance the delivery system are not always welcome by the RDCK in part due to the difficulty for organizations to directly interact with the RDCK.

Photo Credit: Andrew Bibby

Recommendation 16: Implement a consolidated parks and trails service for Creston and Electoral Areas A, B & C.

Outcomes:

Justification:

- [ ] Trends & Issues
- [x] Plan Review
- [x] Resident Survey
- [x] Community Groups / Stakeholders
- [x] Industry Experience and Knowledge

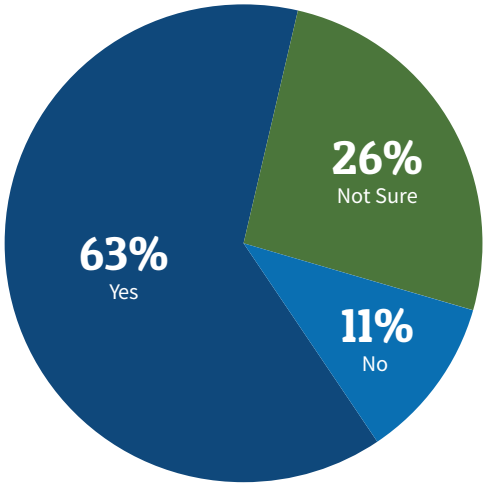
Implementation Considerations:

- With Commission, discuss the benefits from setting up this service as well as the cost.
- Identify the steps necessary to implement the service.
  - » This may involve governance and structural review of RDCK.

Description: One of the challenges of the Creston Valley Services Committee is the lack of a consolidated parks and trails service in the area. The existing parks and recreation services include the Creston and District Community Complex, Creston's park services, Recreation Service 9 (in Area A - supports programs but not infrastructure), the Riondel community complex service, Area A regional parks service and the Area B, Area C and Creston regional parks service. A single service enables its partners (Town of Creston, Electoral Areas A, B & C) to pool resources and make decisions in a regional manner and right now that regional perspective and responsibility does not exist for parks as it does for the Creston and District Community Complex.

Household Survey

Do you support the RDCK acquiring, developing and operating new parks in the area?



The lack of this service has limited the ability to develop regional amenities such as parks and trails. It has also impacted the ability of some community organizations to work with the RDCK on the development of these opportunities. This presents a significant challenge for the RDCK as efforts are expended to provide a consolidated service.

Recommendation 17: Deliver parks and recreation services through partnership with other agencies and sectors.

Outcomes:

Justification:

- ✔ Trends & Issues
- ✔ Plan Review
- Resident Survey
- ✔ Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

Implementation Considerations:

- Develop a partnership framework (possibly shared throughout the entire RDCK) that identifies the different types of partnerships including facility management through to service collaboration.
  - » Framework would consider:
    - The goals and outcomes of the potential partner;
    - The contribution of each partner;
    - The tenure of the partnership;
    - The benefits and costs to the RDCK of the partnership opportunity;
    - Amount of nurturing required to ensure success; and
    - Accountabilities of each partner including performance measurement.

Description: The RDCK has a variety of working relationships and partnerships with organizations in the delivery of parks and recreation services. As noted previously there are many entities that work in the delivery of these services and which are highly valuable to the community and its residents including the many community halls in the region. This dynamic is important and continued efforts are needed to work with others to ensure a comprehensive offering of parks and recreation opportunities are available to the community.

With limited resources it is important to avoid duplication of services; it is also important to leverage the resources that are available. Potential partners include the aforementioned volunteer community organizations and also could include the Province, Columbia Basin Trust, the private sector, the Interior Health Authority, the Creston Public Library and Creston Museum and the Lower Kootenay Band. These organizations, and others, will have their own outcomes and visions that overlap with that of the RDCK. As such, it is logical to seek these organizations out and look for opportunities to partner.

Photo Credit: Andrew Bibby

Recommendation 18: Implement an ongoing process for data collection to inform decision making.

Outcomes:

Justification:

- ✔ Trends & Issues
- Plan Review
- Resident Survey
- Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

Implementation Considerations:

- Identify utilization information currently collected.
- Identify utilization information desired.
- Develop an approach to address gaps in information collected.
- Inventory ongoing and regular community research initiatives (e.g. community wide surveys).
- Develop a program or schedule of data collection.

Description: The recommendations presented herein are based on a comprehensive program of research. While not always perfect, comprehensively gathered data is instrumental in appropriate decision making. As such it is incumbent on the RDCK to develop and implement a system for collecting data.

The type of information and the decisions to be made will influence the timing and type of data collection. For example the composition of a community will change and people's preferences change as well. This does not typically happen in the short term as such, completing broad public research is not necessary on an annual basis. There may however be a specific need that would necessitate community wide research. Understanding how parks and recreation opportunities are used and the participation levels is a more immediate need. Developing and putting into practice mechanisms to capture utilization information is something that should be completed in the short term. In particular, gathering this information for unstructured opportunities is important. Understanding, for example, what the use is for a park or trail head can be important when deciding on investments for limited resources.

Considering broad community wide information similar to that conducted through the Master Plan's development, it is common to undertake this type of research on a cycle of 4-5 years. A research framework would indicate the types of decisions to be made and then the sources of information to inform these decisions. This would then lend itself to identify the data collection mechanism and the timing.

Photo Credit: Cheryl Jaggers

Recommendation 19: Continue efforts to reduce barriers to participation.

Outcomes:

Justification:

- ✔ Trends & Issues
- ✔ Plan Review
- ✔ Resident Survey
- ✔ Community Groups / Stakeholders
- ✔ Industry Experience and Knowledge

Implementation Considerations:

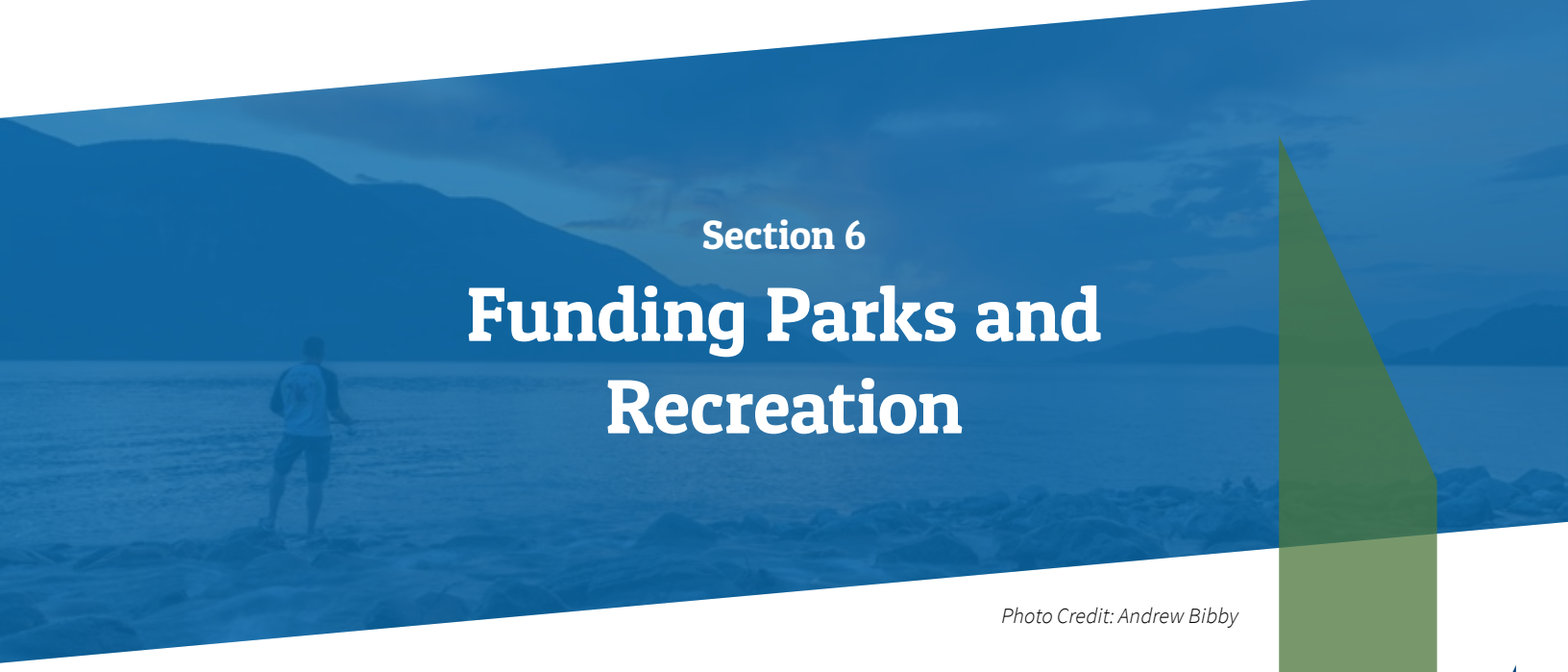
- Review list of identified barriers and identify mitigating efforts for each.
- Communicate appropriate efforts to the public.
- Identify mitigation strategies to help address the barriers (where possible).

Description: As previously identified, cost is a barrier for some people to participate in parks and recreation opportunities. While Recommendation #1 spoke of addressing this particular barrier there are others that impact participation. The RDCK needs to consider all the barriers in place and consider efforts to mitigate them. There are financial assistance programs in place that could be better promoted for example.

Transportation is also a barrier for some people. Addressing this is not as simple as looking for transportation options to bring people to the opportunity. It may involve offering opportunities at varying locations across the study area (Recommendation 13).

There may be however, particular circumstances in which the provision of transportation is very appropriate. Recommendation 5 speaks of community wide events. Certain events would benefit from the provision of transportation to and from the venue, removing multiple barriers such as limited parking and difficult access. Likewise it may be appropriate to consider transportation benefits as a means to fully leverage recreation opportunities. A transportation solution may also support tourism in the area (Recommendation 2).

Photo Credit: Andrew Bibby



Section 6

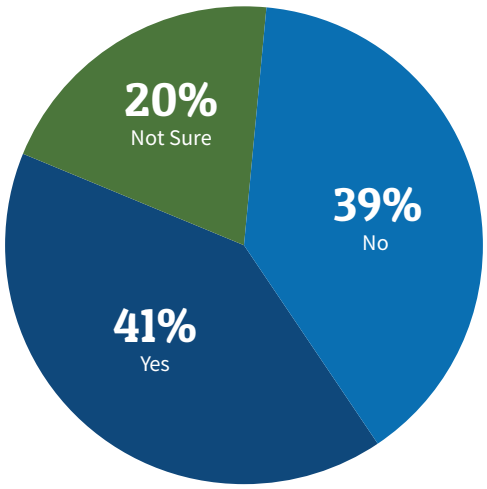
Funding Parks and Recreation

Photo Credit: Andrew Bibby

There is a spectrum of funding opportunities to consider as parks and recreation services are delivered. These services can be funded through a variety of means including public support (from taxation to various levels of government), user fees, sponsorship and donations and grant programs. While all these avenues are typically pursued, particularly by community organizations, they all should be taken into consideration as opportunities are pursued.

Household Survey

Would you support an increase in annual property tax to ensure community needs are better met?



The spectrum presented on the next page outlines considerations for the expenditure of public funds. Essentially the message is that those services and opportunities that serve the broad public warrant substantial investment from the public purse. The flip side is that those opportunities that are more specialized and service smaller segments of the community warrant a smaller investment and contribution of public funds.

The financial impact of major decisions needs to be spread across the spectrum of users in an equitable manner, taking into consideration the potential for utilization as well as the broad public good. Regional provision linked to the philosophical belief in service provision and this should be reflected in all service level decisions.

Public Choice (No Public Subsidy)	Focused Participation and Specialized Services (Partial Public Subsidy)	Blended Choice Wellness and Substantial Public Participation (Partial Public Subsidy)	Broad Public Wellness and Mass Public Participation (Predominant Public Subsidy)
Outdoor/indoor parks and recreation opportunities provided by the private sector for profit.	Outdoor/indoor parks and recreation opportunities that serve dedicated interests of smaller not-for-profit groups/associations.	Parks and recreation opportunities that support minor sports, arts and culture and other recreation interests of major not-for-profit groups/associations.	Parks and recreation opportunities that serve broad public needs through spontaneous access.

PRIVATE AND NOT-FOR-PROFIT PARTNERS $$$ INVESTMENT
(Developers, volunteer groups, private operators and provincial/national associations)

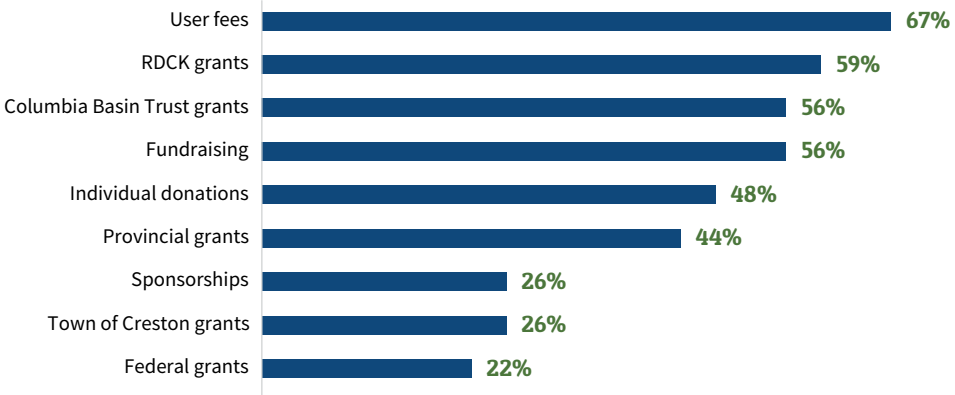
PUBLIC $$$ INVESTMENT
(Local, Provincial/Federal Government and partner municipalities)

Located in this Master Plan is the discussion of the value of partnerships in providing parks and recreation opportunities. This is recommended as a way of broadening opportunities but also as a means to be more efficient in the expenditure of public funds.

The majority of community organizations are funded through user fees to some degree but as noted in the accompanying graph, they also receive a portion of their funds from the public purse. While the public has identified some limits to its interest in increased taxation to support enhanced opportunities there is also a limit to the amount of user fees people and groups are willing to pay.

Group Survey

Funding Sources



Additionally, there is a philosophy around cost recovery in parks and recreation services. Some opportunities are difficult to recoup costs (consider trails). As was noted previously in this Master Plan, there is value in ensuring participation levels are high in order to achieve the outcomes of this Master Plan. These elements are reflected in the RDCK's new Fee and Charges Policy. As such, an exploration of other funding sources needs to be furthered.

Section 7

Recommendation Summary

Photo Credit: Andrew Bibby

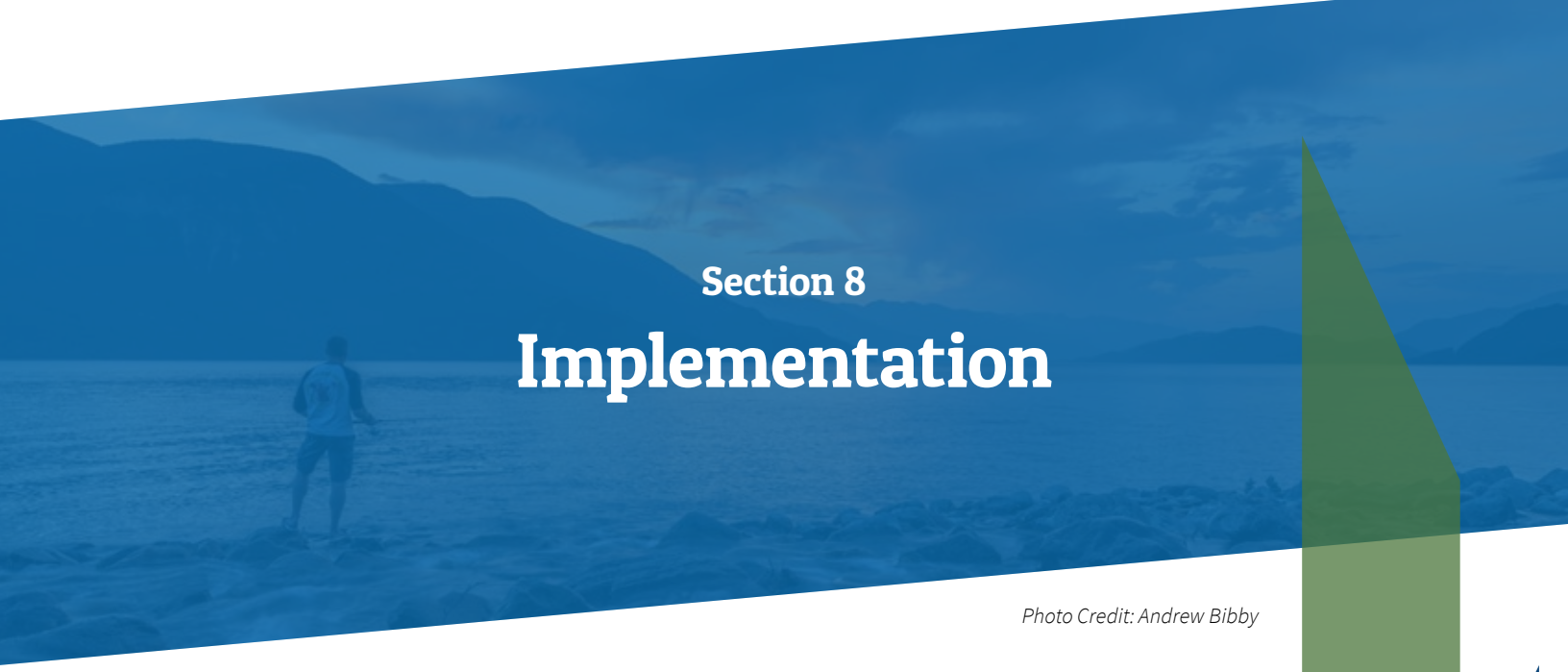
Recommendation Alignment with Framework for Recreation in Canada

The following table outlines the nineteen recommendations found in this Master Plan and demonstrates their aligment with the goals of the Framework for Recreation in Canada 2015: Pathways to Wellbeing.

	Active living	Inclusion and access	Connecting People and Nature	Supportive Environments	Recreation Capacity
1. Provide low cost and free programming opportunities.					
2. Recognize the impact of parks and recreation opportunities on tourism.					
3. Ensure programming is in place to address the needs of the sizeable and growing population of older adults.					
4. Continue to develop and offer nature and outdoor programming, particularly for the community's youth.					
5. Support the development of significant community wide events.					

	Active living	Inclusion and access	Connecting People and Nature	Supportive Environments	Recreation Capacity
6. The concept of sustainability needs to be applied to decision making about the development, operation and utilization of facilities and spaces both indoors and outdoors.					
7. Acquire land for the development of park sites including access to water (e.g. rivers and lakes).					
8. Implement an asset management approach to facilities.					
9. Utilize a project/amenity prioritization framework when contemplating numerous projects that are competing for RDCK support.					
10. When considering the development of facilities, follow a defined project development framework.					
11. Enhance the existing trail network in the area.					
12. Continue and enhance communication and promotion efforts related to parks and recreation opportunities and benefits.					
13. Provide outreach services to enhance programming and support community delivery efforts.					

	Active living	Inclusion and access	Connecting People and Nature	Supportive Environments	Recreation Capacity
14. Develop capacity within community organizations by providing support and training.					
15. Establish and implement a formal process for community organizations to liaise with the RDCK.					
16. Implement a consolidated parks and trails service for Creston and Electoral Areas A, B & C.					
17. Deliver parks and recreation services through partnership with other agencies and sectors.					
18. Implement an ongoing process for data collection to inform decision making.					
19. Continue efforts to reduce barriers to participation.					



Section 8

Implementation

Photo Credit: Andrew Bibby

The recommendations contained herein provide specific direction for the RDCK and the Town of Creston and Electoral Areas A, B and C as it relates to the provision of parks and recreation services. Some recommendations may be considered tools for administration while others address how the RDCK works with other entities. While not formerly part of the study area, it is imperative that the RDCK continue with its efforts to work with the Lower Kootenay Band as it implements the recommendations of this Master Plan. This relationship is certainly more comprehensive than the bounds of parks and recreation provision; nonetheless this Master Plan provides a good catalyst upon which the relationship between the two governments can be furthered.

Accompanying each recommendation in this Master Plan are some "Implementation Considerations". These are simply some actions to consider to move the recommendations to implementation. Once the Master Plan is adopted, more specific plans will need to be developed to ensure the recommendations are fully implemented. The recommendations are structured in such a manner to enable some flexibility in how they will be implemented.

Implementation of the recommendations may occur to varying degrees in the short term, medium term or long term. There may be intermediary steps to full implementation. Some recommendations may require funding, some may require new partnerships and some may require reorganization. The details of this will be determined as specific and detailed plans are developed.

The following table provides some high level implications for the recommendations. Each recommendation is listed and the "Implementation Considerations" are carried forward. A relative measure of financial impact is identified for each. A recommendation of $$$ is considered to be more costly to implement than a recommendation with $$ which in turn is more costly than a recommendation with $. The actual cost will be determined as the detailed implementation plan is developed for each recommendation.

In terms of timing, S (short) connotes a recommendation that can be addressed within 1 year. M (medium term) is 1-2 years and L (long term) is beyond 2 years. The timing also indicates whether the recommendation is an ongoing initiative or whether it is discrete. The table on the following page presents a high level look at implementation and is meant to serve as a guide for the RDCK.

Recommendation	Implementation Considerations	Financial Impact $ $$ $$$	Potential Implementation Timing S M L D = discrete / O = ongoing
1. Provide low cost and free programming opportunities.	• Identify a schedule for a low cost and free programming day. This could be Family Day. • Promote the free activities. • Track participation levels and numbers of newcomers to the programs and events. • Support the work on the RDCK Fees and Charges Policy.	$	S O
2. Recognize the impact of parks and recreation opportunities on tourism.	• Review data gathered through the tourist information centre to help determine opportunities sought. • Develop a list / inventory of top tourism draws amongst the parks and recreation opportunities. • Develop collateral material to promote and encourage use of these opportunities.	$	S D
3. Ensure programming is in place to address the needs of the sizeable and growing population of older adults.	• Create an inventory of organizations that work with seniors regarding health and recreation. • Create an inventory of programs and services aligned with the issue. • Facilitate a “congress” of associations to discuss the supply and demand of opportunities and look for opportunities to collaborate and identify gaps in services.	$	S - M D
4. Continue to develop and offer nature and outdoor programming, particularly for the community’s youth.	• Develop an inventory of outdoor programs aimed at youth. • Gather any utilization and satisfaction information related to the inventoried programs. • Develop new program ideas and continue to offer successful programs. • Promote youth activity and participation in the community. • Evaluate the programs for participation and satisfaction. • Liaise with the Lower Kootenay Band to discuss opportunities to develop and deliver nature and outdoor programming.	$	S - M O

Recommendation	Implementation Considerations	Financial Impact $ $$ $$$	Potential Implementation Timing S M L D = discrete / O = ongoing
5. Support the development of significant community wide events.	• Inventory the community events and the groups putting them on throughout the study area. • Gather utilization and satisfaction information if available. • Convene a committee to look for opportunities to collaborate between existing events as well as the development or redevelopment of a significant "signature" event for the valley. • The committee should include representatives from the Town of Creston, Electoral Areas A,B& C, the Lower Kootenay Band, the business community, as well as some members of the public.	$	M O
6. The concept of sustainability needs to be applied to decision making about the development, operation and utilization of facilities and spaces both indoors and outdoors.	• Use the questions posed in this Master Plan to help guide decision making related to indoor and outdoor parks and recreation investment in existing or new infrastructure.	$	S O
7. Acquire land for the development of park sites including access to water (e.g. rivers and lakes).	• Identify preferred areas or specific parcels for acquisition consideration. • Develop a site selection tool to prioritize the list of potential sites. • Where and when appropriate acquire sites. • Consider establishing a reserve fund dedicated to land acquisition. • RDCK governance and operational structures will need to be examined to enable this function. • Support the RDCK Parks and Trails Strategy project. • Review Agricultural Land Commission regulations to ensure compliance. • Meet with the Lower Kootenay Band to discuss potential opportunities and seek opportunities of common interest.	$$$	M - L O

Recommendation	Implementation Considerations	Financial Impact $ $$ $$$	Potential Implementation Timing S M L D = discrete / O = ongoing
8. Implement an asset management approach to facilities.	• Create an inventory of all RDCK facilities along with facility assessments completed. • Develop a prioritized list of RDCK facilities that require assessments completed. • Based on inventory of facilities and replacement values begin annual budgeting. • Create an inventory of partner facilities and amenities that receive some level of public support from RDCK and determine if assessments have been completed on the facilities. • Consider establishing a life cycle reserve budget for indoor and outdoor recreation and parks infrastructure. • Support the RDCK Asset Management project.	$$$	M - L O
9. Utilize a project/amenity prioritization framework when contemplating numerous projects that are competing for RDCK support.	• Adopt and use the prioritization tool. • Identify potential projects that need to be prioritized in the region. • Use the ranking to help guide decision making and revisit scoring as new information becomes available.	$	S D
10. When considering the development of facilities, follow a defined project development framework.	• Adopt the facility development framework • Determine where potential projects or projects of consideration would fit in the framework and apply subsequent steps.	$	S O
11. Enhance the existing trail network in the area.	• Ensure the existing trail system is mapped and this map is shared with the community and tourists. • Utilizing community feedback, identify the priority areas that need enhancing. This could mean gaps in existing trail connections in town, from town to rural, from community to community or in the wilderness. • Develop a priority list for addressing the needs and solicit partners to help. • Meet with members of the Lower Kootenay Band to discuss opportunities for cooperation in trail siting and development	$$$	S - M O

Recommendation	Implementation Considerations	Financial Impact $ $$ $$$	Potential Implementation Timing S M L D = discrete / O = ongoing
12. Continue and enhance communication and promotion efforts related to parks and recreation opportunities and benefits.	• Inventory all communication channels and the consumption rates of those channels by the public. • Develop a process that identifies communication channels, audiences for messaging and any timing. Opportunities for the community to infiltrate the process should be identified and shared with the community. • Develop messaging around benefits and publish. • Ensure messaging is inclusive of all people in the community. • Ensure appropriate communication methods are being utilized to reach members of the Indigenous community. These communication channels can be identified by consulting with members of the Lower Kootenay Band and other Indigenous groups in the local area.	$$	S O
13. Provide outreach services to enhance programming and support community delivery efforts.	• Create an inventory of facilities beyond Creston in which programming can occur. For each facility note location, room size, amenities. • Identify a short list of locations in which to pilot outreach programming. Criteria to consider include distance from Creston, facility availability and population concentration. • Through an examination of existing data and anecdotal research, identify programs to offer.	$$	S - M O
14. Develop capacity within community organizations by providing support and training.	• Consulting with community organizations identify specific topics of training and specific support needed. • Make the provision of support to groups part of service delivery.	$$	S - M O
15. Establish and implement a formal process for community organizations to liaise with the RDCK.	• Delineate the functions and outcomes of this process. • Consider the most suitable department and / or position to situate this role. • Formulate process and communicate to community organizations so that groups know when, why and how to engage.	$$	M D

Recommendation	Implementation Considerations	Financial Impact $ $$ $$$	Potential Implementation Timing S M L D = discrete / O = ongoing
16. Implement a consolidated parks and trails service for Creston and Electoral Areas A, B & C.	• With Committee, discuss the benefits from setting up this service as well as the cost. • Identify the steps necessary to implement the service. » This may involve governance and structural review of RDCK.	$$	M - L D
17. Deliver parks and recreation services through partnership with other agencies and sectors.	• Develop a partnership framework (possibly shared throughout the entire RDCK) that identifies the different types of partnerships including facility management through to service collaboration. » Framework would consider: – The goals and outcomes of the potential partner; – The contribution of each partner; – The tenure of the partnership; – The benefits and costs to the RDCK of the partnership opportunity; – Amount of nurturing required to ensure success; and – Accountabilities of each partner including performance measurement.	$	M O
18. Implement an ongoing process for data collection to inform decision making.	• Identify utilization information currently collected. • Identify utilization information desired. • Develop an approach to address gaps in information collected. • Inventory ongoing and regular community research initiatives (e.g. community wide surveys). • Develop a program or schedule of data collection.	$	S - M D
19. Continue efforts to reduce barriers to participation.	• Review list of identified barriers and identify mitigating efforts for each. • Communicate appropriate efforts to the public. • Identify mitigation strategies to help address the barriers (where possible).	$$	S O

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