

ARMSTRONG SPALLUMCHEEN PARKS AND RECREATION MASTER PLAN

FINAL (MAY 2020)



Image Source: Okanagan Advertiser



Image Source: City of Armstrong



Image Source: City of Armstrong



Image Source: City of Armstrong



Image Source: Okanagan Advertiser



Image Source: City of Armstrong



Image Source: Okanagan Advertiser




TABLE OF CONTENTS

Contents

Executive Summary

1 Introduction

- The Parks and Recreation Services Context
- Project Purpose, Process, and Inputs
- Strategic Alignment

2 Facility and Amenity Inventory

- Parks and Recreation Commission Facilities and Amenities
- Spatial Location of Facilities and Amenities
- Overview of All Parks and Recreation Infrastructure in the Service Area

3 Research and Engagement Summary

- Engagement - Key Findings
- Additional Research – Key Findings

4 Vision and Service Delivery Outcomes

- Service Delivery Outcomes

5 Recommendations

- Service Delivery and Governance Recommendations
- Infrastructure Planning Recommendations
- Facility and Amenity Strategies

Appendices

A Priority Ranking Results and Inputs

19

21

24

29

30

31

32

38

43

50

EXECUTIVE SUMMARY

PROJECT OVERVIEW

Throughout 2019, the Armstrong – Spallumcheen Parks and Recreation Commission undertook the development of a Parks and Recreation Master Plan to help guide the future provision of these services. The Master Plan is intended to provide a strategic roadmap and point of reference that can guide future priorities, decision making, and investment.

Note: A separate Trails Master Plan document is also being completed as part of the project and will complement the Parks and Recreation Master Plan.

Engagement with residents and stakeholders was a critical aspect of the Master Plan process and provided the project team with insight into local parks and recreation activity preferences, perspectives, and future needs. The project team also undertook other forms of research which included a review of trends and leading practices, benchmarking, and local population and demographics.

SUMMARY OF THE PROJECT ENGAGEMENT AND RESEARCH INPUTS

PROJECT ENGAGEMENT



RESIDENT SURVEY ("CODED")
482 RESPONSES



RESIDENT SURVEY ("NON-CODED")
68 RESPONSES



COMMUNITY GROUP QUESTIONNAIRE
8 RESPONSES



STAKEHOLDER DISCUSSION SESSIONS
21 SESSIONS, 87 INDIVIDUAL PARTICIPANTS,
22 GROUPS REPRESENTED



COMMUNITY EVENTS & DISPLAY PANELS
Members of the consulting team attended two community events and the comment panels were available for approximately one month

ADDITIONAL PROJECT RESEARCH



POPULATION AND DEMOGRAPHICS



BENCHMARKING



TRENDS AND LEADING PRACTICES



REVIEW OF CURRENT UTILIZATION AND OPERATIONS

**The engagement and research findings are summarized in Section 3 of the Master Plan. The detailed findings can be found under separate cover in the Research and Engagement Report.*



EXECUTIVE SUMMARY

(CONTINUED)

VISION AND SERVICE DELIVERY OUTCOMES

To provide a foundation for the Master Plan and an aspirational direction for the delivery of parks and recreation services in Armstrong – Spallumcheen, the following Vision and Service Delivery Outcomes were developed.

A VISION FOR PARKS AND RECREATION SERVICES IN ARMSTRONG – SPALLUMCHEEN

Parks and recreation services in Armstrong – Spallumcheen will support diverse and quality opportunities that foster personal wellbeing, quality of life, and community vibrancy.

SERVICE DELIVERY OUTCOMES



FOSTER PHYSICAL HEALTH AND WELLBEING



FOSTER SOCIAL AND EMOTIONAL
HEALTH AND WELLBEING



CREATE OPPORTUNITIES FOR THE
COMMUNITY TO CONNECT



PROVIDE A MECHANISM TO CELEBRATE THE
COMMUNITY AND ITS HERITAGE



ATTRACT RESIDENTS AND VISITORS
TO THE COMMUNITY



PROVIDE DIVERSE AND LIFELONG
OPPORTUNITIES TO BE ACTIVE



PROVIDE INCLUSIVE OPPORTUNITIES THAT ARE
AVAILABLE TO ALL RESIDENTS



EXECUTIVE SUMMARY

(CONTINUED)

RECOMMENDATIONS

The Master Plan provides recommendations pertaining to service delivery and governance (how opportunities should be provided) and infrastructure planning (how facilities and amenities should be planned and managed). The Master Plan also identifies a number of facility and amenity strategies that provide direction for a number of key parks and recreation space types. Summarized as follows are these recommendations and strategies. Refer to Section 5 for additional detail and suggested implementation tactics where applicable.

SERVICE DELIVERY AND GOVERNANCE RECOMMENDATIONS

- Service Delivery Recommendation #1: Sustain the current service delivery model of contracting operations.
- Service Delivery Recommendation #2: Enhance community development supports that are available to organizations.
- Service Delivery Recommendation #3: Formalize an event hosting grant program.
- Service Delivery Recommendation #4: The Commission should work with the partner municipalities and stakeholders to develop new policies pertaining to key areas of service delivery.
- Service Delivery Recommendation #5: Develop and establish a Recreation Access Program to ensure residents facing financial barriers have equitable access to the benefits of recreation.

INFRASTRUCTURE PLANNING RECOMMENDATIONS

- Infrastructure Planning Recommendation #1: Implement the recommended Parks Classification and Amenity Standards Hierarchy.
- Infrastructure Planning Recommendation #2: The Commission should engage with the Interior Provincial Exhibition and other key stakeholders to develop a long term plan on asset management and capital replacement priorities.
- Infrastructure Planning Recommendation #3: Follow the recommended Project Evaluation Framework when considering future capital projects.



EXECUTIVE SUMMARY

(CONTINUED)

FACILITY AND AMENITY STRATEGIES

Facility / Amenity	Suggested Future Provision Target	Rationale	Recommended Future Approach
Trails and Pathways	Increase	<ul style="list-style-type: none"> Indicators from the Resident Survey (utilization and resident priority) suggest a high level of demand. Trails provide an affordable recreational amenity that residents of all ages and abilities can use (strong alignment with the Service Delivery Outcomes). The trails assessments noted a number of opportunities for enhancement. 	<ul style="list-style-type: none"> Follow the direction outlined in the Trails Master Plan (published under separate cover).
Aquatics Facilities	Sustain	<ul style="list-style-type: none"> The existing pool facility is well used and financially viable for the community. The service area is not currently large enough to support an indoor aquatics facility (An indoor aquatics facility would likely require an annual operating subsidy of \$1 – 1.5 M dollars which would double the current subsidy amount). 	<ul style="list-style-type: none"> Ensure adequate asset management practices are in place to sustain the existing outdoor pool. Continue to explore opportunities to maximize the ability of local residents to access regional facilities.
Indoor Ice Arenas	Sustain	<ul style="list-style-type: none"> Engagement and benchmarking findings suggest that current provision is appropriate. 	<ul style="list-style-type: none"> Ensure adequate asset management practices are in place to sustain the existing arena.



EXECUTIVE SUMMARY

(CONTINUED)

Facility / Amenity	Suggested Future Provision Target	Rationale	Recommended Future Approach
Indoor Dry Floor Spaces	Sustain	<ul style="list-style-type: none"> The Hassen Memorial Arena provides a valuable multipurpose dry-floor space that is important to sustain. 	<ul style="list-style-type: none"> Short to Medium Term (0 – 10 Years): Sustain the Hassen Memorial Arena and collaborate with School District No. 83 to maximize community access to school gymnasiums. Long Term (10+ Years): Undertake a Needs Assessment and Facility Study on a new multi-purpose field house facility when the service area population of Armstrong – Spallumcheen is nearing 20,000 or the Hassen Memorial Arena requires decommissioning.
Park Spaces	Sustain or Increase	<ul style="list-style-type: none"> Parks spaces are well used and highly valued. Park spaces provide an affordable recreational opportunity that all residents can enjoy. 	<ul style="list-style-type: none"> Ensure adequate asset management practices are in place to sustain existing park spaces and amenity features. Implement the recommended classification system (see Infrastructure Planning Recommendation #1) and ensure park space amenities are aligned with the standards as outlined. Include park space as part of any future indoor facility development.
Agri-Recreation Facilities	Requires Further Exploration	<ul style="list-style-type: none"> Agri-recreation continues to be important to residents and the existing facilities have relatively strong levels of use. Many of the facilities and amenities on the fairgrounds site will require significant re-investment or replacement. 	<ul style="list-style-type: none"> As per Infrastructure Planning Recommendation #2, collaborate with the IPE to determine priorities and a plan for asset management and future funding of potential projects.



EXECUTIVE SUMMARY

(CONTINUED)

Facility / Amenity	Suggested Future Provision Target	Rationale	Recommended Future Approach
Indoor Gathering and Performance Spaces	Sustain or Increase	<ul style="list-style-type: none"> Next to aquatics, performing and creative arts activities had the highest levels of participation. The existing Centennial Hall and Auditorium is aging and limited in some respects. 	<ul style="list-style-type: none"> Short Term (0 to 5 Years): Sustain the Centennial Hall and Auditorium through adequate maintenance. Medium – Long Term (5 – 10 Years): Undertake a feasibility study to explore the viability and need for a new multi-purpose community centre and community theatre venue.
Indoor Specialty Spaces	Sustain or Increase	<ul style="list-style-type: none"> Findings from the Resident Survey support demand for indoor spontaneous and specialty use spaces. 	<ul style="list-style-type: none"> Short Term (0 to 5 Years): Sustain existing spaces and identify “easy-win” opportunities to further animate existing indoor facilities and encourage spontaneous use. Medium to Long Term (5-10+ Years): Investigate adding spaces such as youth rooms, climbing walls, and indoor walking tracks into existing facilities or any new facilities that are being considered.
Curling Rinks	Sustain	<ul style="list-style-type: none"> The curling club continues to provide an important and longstanding recreational activity. 	<ul style="list-style-type: none"> Engage with the Club and stakeholders (municipalities) to clarify existing and future responsibilities pertaining to maintenance of the facility and site and future capital upgrades and replacement.
Outdoor Court Spaces	Sustain or Increase	<ul style="list-style-type: none"> While utilization is low compared to other activities, the cost of providing court spaces is minimal. Trends and demographics suggest that there may be some demand for pickleball. Court spaces have a degree of multi-purpose capability and can accommodate a variety of uses (e.g. street hockey, basketball, etc.). 	<ul style="list-style-type: none"> Refurbish the court space in Memorial Park or retrofit the space for other uses and identify another suitable space for a new duo-purpose tennis / pickleball court(s). Continue to monitor trends. If demand spikes, conduct a Needs Assessment and Feasibility Study to further investigate court space needs.



EXECUTIVE SUMMARY

(CONTINUED)

Facility / Amenity	Suggested Future Provision Target	Rationale	Recommended Future Approach
Sports Fields and Ball Diamonds	Sustain	<ul style="list-style-type: none"> Research and engagement suggests that the current supply is appropriate. 	<ul style="list-style-type: none"> Work with the school board to maximize access and make best use of available field spaces. Sustain the current fields through appropriate maintenance. Work with user groups to address specific issues.
Specialty Outdoor Spaces	Sustain or Increase	<ul style="list-style-type: none"> The importance of youth recreation was a key overall theme from the research and engagement. The identification of informal bike jumps and trails in parks spaces suggests that some demand may exist for these amenities. 	<ul style="list-style-type: none"> Short to Medium Term (0 to 10 Years): Continue to sustain the existing skate park through maintenance and upkeep as required. Explore the costs of developing a basic bike skills park in the community. Long Term (10+ Years): Ensure capital funds are available to refurbish or replace the skate park.

A photograph of a young child with light brown hair, wearing a yellow t-shirt and blue shorts, climbing a red rope net structure on a playground. The child is positioned in the center-left of the frame, with arms outstretched. The background shows a sandy playground area and green trees. The image has a dark blue overlay. On the right side, there are three white wavy lines. The text 'DID YOU KNOW...' is in large, white, bold, sans-serif font.

DID YOU KNOW...

93% of Armstrong – Spallumcheen residents believe that recreation, parks, and trails increase the appeal and attractiveness of the area for prospective residents and visitors. 81% of residents also believe that parks, trails, and recreation are important because these services provide a way for people in the community to socialize.



INTRODUCTION

IN THIS SECTION:

- The parks and recreation services context.
- Overview of the project purpose, process, and inputs.

THE PARKS AND RECREATION SERVICES CONTEXT

Parks and recreation services in Armstrong – Spallumcheen are governed by the Armstrong – Spallumcheen Parks and Recreation Commission (hereafter referred to as “the Commission”). The Commission is comprised of two representatives from both the City of Armstrong and Township of Spallumcheen and the municipalities cost share based on a proportion of the service area population. In recent years the population of both municipalities has been relatively equal, resulting in a similar annual investment (subsidy) amount. As reflected in the following chart, the total amount contributed by both municipalities has remained relatively consistent over the past years within a range \$1.12 - \$1.28 million dollars annually.

	2014	2015	2016	2017	2018
Township of Spallumcheen	\$581,461	\$598,940	\$652,317	\$617,778	\$561,112
City of Armstrong	\$553,762	\$570,418	\$621,241	\$618,767	\$561,660
Total Subsidy	\$1,135,223	\$1,169,358	\$1,273,558	\$1,236,545	\$1,122,772

Operations and delivery of parks and recreation opportunities is contracted by the Commission to Canlan Ice Sports. As part of this agreement, Canlan Ice Sports submits an annual operating and capital budget to the Commission for approval and is responsible for maintaining, programming, and managing the facilities and spaces that fall under the Commissions responsibility, which include:

- The Nor-Val Sport Centre
- Hassen Memorial Arena and fitness facility
- Memorial Park
- Fairgrounds (including the ball diamonds and various indoor facilities on the site)
- Armstrong-Spallumcheen Outdoor Pool
- Skate Board Park
- Centennial Hall & Auditorium





DID YOU KNOW...

70% of residents in Armstrong – Spallumcheen find out about recreational opportunities through word of mouth or the leisure guide. 52% of residents finding out about recreational opportunities through social media and 45% find out about these opportunities through the local newspaper.

PROJECT PURPOSE, PROCESS, AND INPUTS

The Commission undertook the development of a Parks and Recreation Master Plan to help guide the future of parks and recreation services in the area by providing a strategic planning document that can guide future priorities and decision making.

The following graphic summarizes the inputs and process that was used to develop the Parks and Recreation Master Plan.



As part of the project scope, a separate Trails Master Plan has also been developed. This document is intended to complement the Parks and Recreation Master Plan by providing specific direction to guide trails planning, development, and management. The following graphic provides an overview of the three project documents.



STRATEGIC ALIGNMENT

The Parks and Recreation Master Plan has also been developed to align with key local, provincial, and national planning, policy, and framework documents, including:

LOCAL PLANNING INFLUENCES

- City of Armstrong Strategic Plan 2018 – 2020 (“Moving Armstrong Forward”)
- Township of Spallumcheen Strategic Plan
- Township of Spallumcheen Official Community Plan (Bylaw No. 1794)
- City of Armstrong Official Community Plan (Bylaw No. 1750)
- Parks and Recreation Commission Agreement (Township of Spallumcheen Bylaw No. 1578)

PROVINCIAL PLANNING INFLUENCES

- British Columbia Parks and Recreation Association’s “The Way Forward— A Strategic Plan for the Parks, Recreation, and Culture Sector of BC” (2008)
- Aboriginal Sport, Recreation and Physical Activity Strategy (developed in partnership by the First Nations Health Council, BC Association of Aboriginal Friendship Centres, and Metis Nation BC)
- British Columbia Arts Council Strategic Plan 2018-2022

NATIONAL PLANNING INFLUENCES

- A Framework for Recreation in Canada 2015: Pathways to Wellbeing
- A Common Vision for increasing physical activity and reducing sedentary living in Canada: Lets Get Moving
- Truth and Reconciliation: Calls to Action (specifically Calls to Action 19, 89, 90, and 91)
- Sport for Life and the Long Term Athlete Development Framework



Image Source: Township of Spallumcheen



Image Source: Township of Spallumcheen

SECTION 2

FACILITY AND AMENITY INVENTORY

IN THIS SECTION:

- Inventory of current parks and recreation infrastructure.



This section summarizes the current inventory (supply) of parks and recreation infrastructure in Armstrong – Spallumcheen.

PARKS AND RECREATION COMMISSION FACILITIES AND AMENITIES

The following chart summarizes the facility and amenity spaces that fall under the operational responsibility of the Commission.

Facility	Description / Amenities
Nor-Val Sports Centre	<ul style="list-style-type: none"> • Regulation sized ice surface (available for dry-floor use during the summer months) • 6 dressing rooms • Meeting room • Program room / lounge • Parks and Recreation office space
Hassen Memorial Arena	<ul style="list-style-type: none"> • Dry-floor arena space with multi-use rubberized flooring (decommissioned ice arena) • Fitness centre • Party room
Armstrong & District Curling Club*	<ul style="list-style-type: none"> • 3 sheets of ice • Lounge
Memorial Park	<ul style="list-style-type: none"> • Park space with benches, gazebo and casual gathering / passive space • Outdoor fitness equipment • Court space • Playground
Fairgrounds	<ul style="list-style-type: none"> • Outdoor riding rings (2) • Indoor riding rings (2) • Ball diamonds (2) • Indoor stabling and box stalls • Camping area • Kin Indoor Skate Park
Skate Board Park	<ul style="list-style-type: none"> • Located adjacent to the Nor-Val Sports Centre
Armstrong - Spallumcheen Outdoor Pool	<ul style="list-style-type: none"> • Operational from May to September
Centennial Hall & Auditorium	<ul style="list-style-type: none"> • Theatre with raised seating for ~160 people • Hall space with capacity of ~160 people

**The curling facility was leased to the Armstrong Curling Club in 1966; however it now falls under the Armstrong - Spallumcheen Parks and Recreation Commission agreement amendment bylaw 1578, 2004.*

SPATIAL LOCATION OF FACILITIES AND AMENITIES

The facilities and amenities identified in the chart on the previous page are located in close proximity to each other in central Armstrong, forming a recreation and cultural 'campus'. The following map illustrates the location and spatial relationships between the various facilities and amenities.



OVERVIEW OF ALL PARKS AND RECREATION INFRASTRUCTURE IN THE SERVICE AREA

While the Parks and Recreation Master Plan is primarily focused on those facility and amenity types that fall within the purview of the Commission, it is also important to understand the broader supply of spaces in the area. The chart below summarizes the overall supply of public parks and recreation spaces. Included in the chart are spaces that are operated by the Commission, municipalities, and School District #83.

Space Type	#
Ball Diamonds (fenced and unfenced with backstops, including school fields)	10
Basketball Hoops	24
Curling Rinks	1
Enclosed Sport Courts	1
Fitness Facilities*	1
Football Fields	1
Indoor Arenas (ice and dry-floor)	2
Indoor Skateparks	1
Lacrosse Boxes	1
Long Jump Pit (sand)	2
Outdoor Pools	1
Outdoor Skateparks	1
Outdoor Fitness Equipment Sites	1
Picnic Shelters	3
Playgrounds	10
Practice Walls (tennis or other sports)	2
Soccer Fields (including school fields)	8
Tennis Courts	4

**A handful of private facilities exist in addition to the Commission operated fitness centre.*



Image Source: Township of Spallumcheen

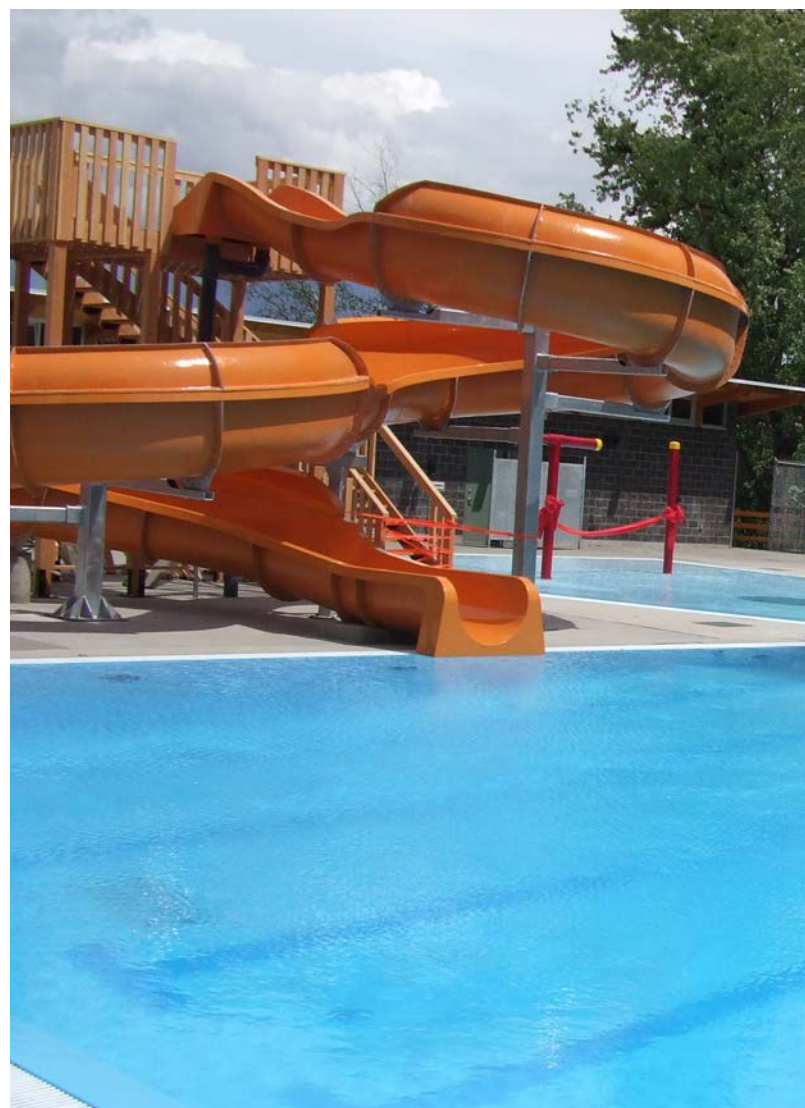


Image Source: City of Armstrong

A person wearing jeans and brown shoes stands next to a dark horse in front of a red barn. The barn has several doors with white X-patterns. The horse has white wraps on its lower legs. A blue bucket is visible on the ground to the right. The scene is dimly lit, possibly at dusk or dawn.

DID YOU KNOW...

Armstrong – Spallumcheen residents are frequently using a variety of facilities in the community. In 2018...

- 68% of residents reported use of Memorial Park
- 67% of residents reported use of agricultural buildings located on the Fairgrounds
- 58% of residents reported use of the Nor-Val Sports Centre Arena
- 52% of residents reported use of the Outdoor Pool

Trails were also among the highest use recreation spaces, with 69% of residents reporting use of natural surface trails and 61% reporting use of paved surface trails.

SECTION 3

RESEARCH AND ENGAGEMENT SUMMARY

IN THIS SECTION:

- Overview of the research and engagement methodology.
- Key research and engagement findings.



Data collection and analysis was important in the development of the Parks and Recreation. The research and engagement methods used were geared towards helping the project team better understand the current state of parks and recreation in the area (strengths and gaps), opportunities for enhancement, and provided a basis for the identification of priorities and focus areas. To ensure that a diversity of information was collected and considered in the development of the Parks and Recreation Master Plan, the project team utilized a number of methods to generate required data and engage with the community.

PROJECT ENGAGEMENT



**RESIDENT SURVEY
("CODED")**
482 RESPONSES



**RESIDENT SURVEY
("NON-CODED")**
68 RESPONSES



**COMMUNITY GROUP
QUESTIONNAIRE**
8 RESPONSES



**STAKEHOLDER DISCUSSION
SESSIONS**
21 SESSIONS, 87 INDIVIDUAL
PARTICIPANTS, 22 GROUPS
REPRESENTED



**COMMUNITY EVENTS & DISPLAY
PANELS**
Members of the consulting team attended two
community events and the comment panels
were available for approximately one month

ADDITIONAL PROJECT RESEARCH



**POPULATION AND
DEMOGRAPHICS**



BENCHMARKING



**TRENDS AND LEADING
PRACTICES**



**REVIEW OF CURRENT
UTILIZATION AND OPERATIONS**

Summarized as follows in this section are key findings from the engagement and research. **To view the detailed findings or for more information on the key findings summarized in this section, please refer to the Research and Engagement Report document.**

ENGAGEMENT - KEY FINDINGS

RESIDENT SURVEY



73% of respondents indicated that recreation, parks, and trails are “very important” to their household’s quality of life while 91% believe these opportunities are “very important” to the overall community.



The Leisure Guide, “word of mouth”, and social media are the top three ways area residents find out about recreational opportunities.



The top five indoor recreational activities with the highest levels of overall participation by area residents are: social events, swimming “drop-in” (e.g. lane swimming, family swimming, etc. at indoor aquatics facilities in other communities), performing arts, creative arts, and fitness classes.



The top five outdoor recreational activities with the highest levels of overall participation by area residents are: running / walking on paved trails and pathways, hiking, community events, running / walking on natural surface trails, and BBQ / picnic / social gatherings.



Overall levels of satisfaction with parks and recreation in the area are relatively strong with some room for improvement.

- 53% of respondents were “somewhat satisfied” with recreation facilities and amenities (28% were “very satisfied”, 8% were “dissatisfied”, and 11% were “unsure”)
- 53% of respondents were “somewhat satisfied” with recreation programs (24% were “very satisfied”, 7% were “dissatisfied”, and 17% were “unsure”)
- Although relatively consistent with the other findings, the highest levels of dissatisfaction were recorded with regards to trails and pathways (14% were “dissatisfied” with paved surface trails and 18% were dissatisfied with natural surface trails)



The top 3 barriers to participation as identified by respondents were lack of time, inconvenient time / scheduling, and age / health issues. However, respondents of different demographic characteristics answered this question very differently. Over one-quarter of adult respondents with children in their household indicated that affordability was a more prevalent barrier. Nearly half of older adult respondents (ages 60 and older) identified age / health issues as a barrier.



Approximately two-thirds of respondents (67%) believe new and/or enhanced recreation, parks and trails are needed.

- The top 3 indoor space priorities identified by respondents were: youth centres (45%), seniors centres (42%), and indoor children's play spaces (37%).
- The top 3 outdoor space priorities identified by respondents were: natural surface trails and pathways (71%), community park spaces (51%), and paved trails and pathways (44%).



STAKEHOLDER AND COMMUNITY GROUP ENGAGEMENT



Attracting and retaining volunteers was expressed as an issue by a number of community organizations.



In general, stakeholders expressed positive viewpoints on the overall availability and supply of recreational opportunities in the area.



There is a recognition among many stakeholders that a number of community facilities are aging and will require replacement or re-investment.



Trails and pathways were a common point of discussion during the stakeholder sessions with many expressing that enhancement and new development should be a focus.



A number of organizations identified that there is a community development gap in the community (group lack supports and resources to foster their sustainability).



Diverse opinions and viewpoints exist on the current service delivery model (contracted operations) and the role of the Commission. While a number of stakeholders support the current model, others believe that adjustments are needed to ensure a greater degree of transparency and a local focus.

ADDITIONAL RESEARCH – KEY FINDINGS

POPULATION AND DEMOGRAPHICS INDICATORS



Population growth in the City of Armstrong (5.9%) between 2011 and 2016 closely mirrored the provincial average (5.6%). The Township of Spallumcheen experienced growth of 1.3% between 2011 and 2016.



The average age in Armstrong (46) and Spallumcheen (44) is slightly older than the provincial average (42).



13.6% of households in Armstrong and 14.7% of households in Spallumcheen qualify as being officially low income (based on the Low Income Measure). These figures are generally consistent with provincial averages.



Overall school enrollment in the region (School District 83) continues to increase, driven largely by enrollment in elementary school levels (younger children).

REVIEW OF CURRENT OPERATIONS AND UTILIZATION



Actual revenues and expenditures have consistently outperformed the budgeted amounts.



Overall investment (subsidy) into parks and recreation has remained relatively consistent over the past five years.



Outdoor Pool hours of use have trended upwards over the last four operating seasons.



Hours of use at the Centennial Hall, Hassen Arena (dry floor), Nor-Val Sports Centre (ice surface), and the fairgrounds has remained relatively consistent with some year to year fluctuations.



Ball diamond and sport field utilization is low and has decreased over the past four years.



Meeting and multi-purpose room bookings have increased over the past 2-3 years.

TRENDS AND LEADING PRACTICES



Increasing importance (and use) of partnerships to build and operate facilities.



Increasing focus on social inclusion in recreation service offerings.



Evolving nature of volunteerism (shorter commitments, different attitudes and motivations, desire for clear roles and responsibilities).



A focus on physical literacy and building “fundamental movement skills” through recreation programming.



Increasing demand for spontaneous and unstructured recreational opportunities.



Continued concern over societal physical activity and wellness levels, especially among children and youth.



Evolving activity preferences among older adult cohorts (desire for more active pursuits and the emergence of activities such as pickleball).



Preference towards developing facilities and spaces that are multi-purpose and include comfort and convenience amenities such as WiFi, social gathering spaces, family change rooms, and other “use experience” based amenities.



Focus within the public recreation sector on building alignment and quality standards across the industry.

BENCHMARKING

The benchmarking analysis contrasted infrastructure provision in Armstrong – Spallumcheen with Hope, Dawson Creek, Merritt, Osoyoos, Revelstoke, and Nelson.



Facility / Amenity Types Provided to a **BETTER** overall provision in Armstrong – Spallumcheen: Indoor Field House / Dry-Floor Spaces (not including school gymnasiums), Indoor Agricultural Riding Arenas / Rings, and Outdoor Agricultural Sites



Facility / Amenity Types Provided to a **SIMILAR** overall provision in Armstrong – Spallumcheen: Indoor Ice Arenas (# of sheets), Fitness Centres, Outdoor Skate Parks Sports Fields (bookable spaces for program use)*, Ball Diamonds (fenced)*, Community Theatres (dedicated), Aquatics Facilities



Facility / Amenity Types Provided to a **LESSER** overall provision in Armstrong – Spallumcheen: Outdoor Tennis / Pickleball Courts, Curling (# sheets of ice)

**The data for sports fields and ball diamonds was insufficient / unclear data for many of the communities (e.g. quality and suitability for programming use). Therefore, these spaces have been classified as being provided at a “Similar” provision.*





DID YOU KNOW...

The City of Armstrong (population: 5,144) and Township of Spallumcheen (population: 5,106) share the costs of providing parks and recreation services based on their respective proportion of the service area population. As both municipalities currently have similar populations, funding contributions have been split on nearly an even basis between the two municipalities in recent years.

A photograph of a baseball game in progress. A batter in a dark jersey is in the foreground, swinging a bat. A catcher in a blue uniform is crouched behind home plate. The background shows a grassy field and a blurred crowd.

SECTION 4

VISION AND SERVICE DELIVERY OUTCOMES

IN THIS SECTION:

- A Vision for Parks and Recreation Services in Armstrong – Spallumcheen.
- Service Delivery Outcomes.

This section outlines a refreshed Vision and Service Delivery Outcomes. These philosophical elements of the Master Plan provide aspirational goals and a foundation for future investment. The Vision and Service Delivery Outcomes have been based on the research and engagement findings and aligned with Bylaw 1578 (Parks and Recreation Commission Agreement).

A VISION FOR PARKS AND RECREATION SERVICES IN ARMSTRONG – SPALLUMCHEEN

Parks and recreation services in Armstrong – Spallumcheen will support diverse and quality opportunities that foster personal wellbeing, quality of life, and community vibrancy.

SERVICE DELIVERY OUTCOMES

The following seven (7) outcomes reflect the intended benefits that an ongoing investment in parks and recreation services will strive to achieve. The identification of these benefits is also intended to provide a values based foundation that can guide the Commission and future decision making.

An investment in parks and recreation services will...



FOSTER PHYSICAL HEALTH AND WELLBEING



FOSTER SOCIAL AND EMOTIONAL
HEALTH AND WELLBEING



CREATE OPPORTUNITIES FOR THE
COMMUNITY TO CONNECT



PROVIDE A MECHANISM TO CELEBRATE THE
COMMUNITY AND ITS HERITAGE



ATTRACT RESIDENTS AND VISITORS
TO THE COMMUNITY



PROVIDE DIVERSE AND LIFELONG
OPPORTUNITIES TO BE ACTIVE



PROVIDE INCLUSIVE OPPORTUNITIES THAT ARE
AVAILABLE TO ALL RESIDENTS

RECOMMENDATIONS

IN THIS SECTION:

- Service Delivery and Governance Recommendations.
- Infrastructure Planning Recommendations.
- Facility and Amenity Strategies.

This section of the Master Plan contains strategic direction that is intended to outline future priorities for the Commission. The recommendations provided in this section have been organized into the following three areas:

- **Service Delivery and Governance Recommendations.** *These recommendations are intended to optimize how parks and recreation opportunities are delivered and establish clear areas of responsibility.*
- **Infrastructure Planning Recommendations.** *These recommendations are intended to provide overall guidance in the provision of parks and recreation infrastructure.*
- **Facility and Amenity Strategies.** *Recommended future approaches and priorities have been identified for a number of key facility and amenity types.*



SERVICE DELIVERY AND GOVERNANCE RECOMMENDATIONS

CONTEXT

Parks and recreation services in Armstrong – Spallumcheen are delivered using a unique model, with services contracted by a Commission to a private sector operator (Canlan Ice Sports). The ongoing costs to provide parks and recreation services are split between the Township of Spallumcheen and the City of Armstrong based on Census population. The similar populations of both municipalities has resulted in a relatively equal split of costs over the last number of years.

The research and engagement undertaken for the Parks and Recreation Master Plan provided additional insight into the current governance and management model. Pertinent findings included:

- The annual subsidy has remained relatively similar over the past five years and “actual” revenues have consistently outperformed “budgeted” figures.
- The Resident Survey findings reflected that levels of satisfaction are relatively strong with room for improvement (the highest proportion of respondents were “somewhat satisfied” with key aspects of recreation such as facilities and amenities, programming, and other overall supply of opportunities).
- Stakeholders expressed various perspectives on the current delivery model of contracting operations.
- Some stakeholders expressed that they would like to see enhanced communications and transparency with regards to decision making.



Image Source: Armstrong Chamber of Commerce



Image Source: Armstrong Chamber of Commerce

RECOMMENDATIONS

SERVICE DELIVERY RECOMMENDATION #1: SUSTAIN THE CURRENT SERVICE DELIVERY MODEL OF CONTRACTING OPERATIONS.

FINDINGS FROM THE RESIDENT SURVEY: LEVELS OF SATISFACTION

	Very Satisfied	Somewhat Satisfied	Dissatisfied	Unsure
Recreation facilities and amenities	28%	53%	8%	11%
Recreation programs	24%	53%	7%	17%
Park spaces and amenities	26%	54%	10%	11%
Paved surface trails and pathways	21%	50%	14%	15%
Natural surface trails and pathways	21%	49%	18%	12%
The overall availability of opportunities to be physically active in Armstrong Spallumcheen	33%	48%	12%	7%

The current service delivery model has proven to be effective at delivering services in a cost effective manner. Findings from the Resident Survey also suggest that, while room for improvement exists, the majority of residents are generally satisfied with current services.

Outlined as follows are suggested practices that should be undertaken to ensure the current service delivery model is optimized.

- Ensure that sufficient performance measurement protocols are in place.
- Ensure that roles and responsibilities of the contractor are clearly understood by all stakeholders (public, community organizations, and the contractor).



SERVICE DELIVERY RECOMMENDATION #2: ENHANCE COMMUNITY DEVELOPMENT SUPPORTS THAT ARE AVAILABLE TO ORGANIZATIONS.

Bylaw 1578, which provides a terms of reference for the Commission, outlines the following aims and objectives:

- To establish and maintain a diversity of recreation opportunities for the people of Armstrong Spallumcheen.
- To place, develop and operate a variety of facilities in a manner that will provide fair and equitable opportunities for a wide range of interests at an affordable cost to the taxpayer and participant.
- To continually analyze programs and assess facilities to ensure that they meet ever changing needs.
- To cooperate with other recreation agencies and City and Township Councils to assist and advise on matters relating to the coordination of total community recreation services and facilities.

Engagement with stakeholders indicated that community groups would benefit from enhanced community development support, including capacity building and training (e.g. grant writing, volunteer recruitment and retention, etc.), strategic planning support, and increased opportunities to connect with other groups. It is important to note that the Parks and Recreation Department does currently support community organizations in a number of important ways, which include:

- Providing subsidized facility times (e.g. not for profit groups in all our facilities); and
- Listing programs in the Recreation Leisure Guide.

Placing an increased emphasis on supporting community organizations has a number of wide-benefits, including:

- Maximizing the capacity of community organizations to provide programs and events in a cost effective manner;
- Strengthening organizations mitigates the risk of these organizations ceasing to exist (which may result in the loss of a recreational opportunity and/or the expectation that the Parks and Recreation Department will need to directly provide the opportunity); and
- Enhancing the capacity and ability of the community to react to new trends.

To maximize the benefits identified and further enhance the capacity of organizations in the community, three potential options have been identified and are outlined in the following chart. It is important to note that one or a combination of these options could be pursued.

Option	Description	Estimated Annual Investment
A	Further communicate to community organizations that the Parks and Recreation Department and staff are available to provide support as existing time and resources allow. As part of this option, the Department will also make a commitment to hosting bi-annual training and collaboration workshops	\$0 - \$10,000
B	Provide funding to Armstrong Spallumcheen Chamber Of Commerce & Visitor Centre and formalize their role as the key “hub” for community development and organizational support. The Parks and Recreation Department would support these efforts by referring groups to the Chamber and promoting available supports in publications and on social media.	\$25,000 - \$50,000
C	Establish the Parks and Recreation Department as a “hub” for community development and organizational support. Under this option, a 0.5 FTE position would be added (e.g. community development coordinator) to focus on working with community organizations through the execution of training workshops, ongoing strategic planning support, and overall capacity building.	\$25,000 - \$50,000

SERVICE DELIVERY RECOMMENDATION #3: FORMALIZE AN EVENT HOSTING GRANT PROGRAM.

Many municipalities have formalized event hosting grants in order to ensure that the objectives / purpose, benefits, and responsibilities are clearly understood by all parties. It is recommended that such a program be established and coordinated by the Parks and Recreation Department.

The recommended event hosting grant program should include the following elements:

- Identify the in-kind supports that will be provided by the Department and/or municipality (e.g. equipment, barricades, staff time, etc.)
- Provide event organizers with a small amount of seed money (\$500 - \$2,000) that groups can access to cover other costs
- The identification of event categories and the subsequent scope of the event grant program

It is also recommended that event hosting grant decisions (the adjudication process) be aligned with the Service Delivery Outcomes identified in Section 4.

The following next steps are suggested to implement the recommended event hosting grant:

1. Identify the type(s) and categories of events that will be applicable to the event hosting grant
2. Identify the resources that will be available to the program (in-kind and financial)
3. Establish a terms of reference that indicates how decision making will occur, and by whom (e.g. Commission, sub-committee, etc.).
4. Formalize a grant policy (see Recommendation #4)

Specific responsibilities pertaining to the in-kind support and overall support provided to event hosting groups could also be integrated into one of the three community development options identified in Service Delivery Recommendation #2.



Image Source: City of Armstrong

SERVICE DELIVERY RECOMMENDATION #4: THE COMMISSION SHOULD WORK WITH THE PARTNER MUNICIPALITIES AND STAKEHOLDERS TO DEVELOP NEW POLICIES PERTAINING TO KEY AREAS OF SERVICE DELIVERY.

The following chart outlines recommended policies that should be developed (if not previously existing) or refreshed (if existing under an older policy). These policy focus areas have been developed based on the research and engagement and a review of current policy documents.

Policy Focus Area	Policy Development Recommendations
Allocations	<ul style="list-style-type: none"> Identify which user groups (or categories of user groups) will receive priority at Commission operated facilities. Establish (or re-affirm) clear bookings processes and user group requirements.
Fees and Charges	<ul style="list-style-type: none"> Align user fees with cost recovery (e.g. user fees will be set based on recovering "X"% of expenditures through revenues).
Parks Classification and Amenity Standards	<ul style="list-style-type: none"> Establish clear standards for parks, including a hierarchy of park spaces and amenity standards. These standards should be applied to the next OCP developed by both municipalities. <p><i>*See Infrastructure Recommendation #1</i></p>
Parks and Recreation Commission Terms of Reference	<ul style="list-style-type: none"> Refresh Bylaw 1578 to align with the new Parks and Recreation Master Plan. Consider including in the policy tactics and mechanisms to ensure maximum transparency and accountability (e.g. establishment of a public advisory committee, etc.). Identify clear performance measurement protocols for the Commission and Department.
Joint Use Agreement with School District No. 83	<ul style="list-style-type: none"> Include in policy a commitment to review and refresh the Joint Use Agreement between School District No. 83 every five years. This policy refreshment should include a commitment by both the Commission and School District No. 83 to maximize use of, and access to, school and public facilities.
Public Communications and Engagement Policy	<ul style="list-style-type: none"> Identify in policy annual reporting and communications expectations such as the development of an annual report to the community. Identify expectations for community engagement pertaining to new projects and initiatives.

SERVICE DELIVERY

RECOMMENDATION #5: DEVELOP AND ESTABLISH A RECREATION ACCESS PROGRAM TO ENSURE RESIDENTS FACING FINANCIAL BARRIERS HAVE EQUITABLE ACCESS TO THE BENEFITS OF RECREATION.

Residents in Armstrong - Spallumcheen recognize that parks and recreation opportunities have benefits to not only their specific household, but also the broader community. While parks and recreation are highly valued we also know from the research that barriers exist for some residents, including affordability.

The following next steps are suggested for the Commission to develop a Recreation Access Program:

- 1. Establish a sub-committee tasked with the initiative
- 2. Explore best practices and potential models
- 3. Establish a fundraising goal and initiate community fundraising
- 4. Develop support materials and process (e.g. application and evaluation process)
- 5. Launch the program

Confidentiality is a key success consideration for the program and will directly impact success. While the recommended sub-committee should be involved in helping establish an application and evaluation criteria, it is suggested that the responsibility for the intake and evaluation of specific applications occur by a qualified staff person within the Parks and Recreation Department or a partner agency. Doing so will protect applicant privacy and optimize the effectiveness of the program.

FINDINGS FROM THE RESIDENT SURVEY

	Very Important	Somewhat Important	Not Important
Household's Quality of Life	73%	25%	2%
Community as a Whole	91%	9%	0%

While programs like KidSport and JumpStart exist to help offset sport program costs, the Parks and Recreation Department does not currently have a dedicated fund to support low income residents participation in programming and other non-organized sport opportunities provided by the Department or community organizations. Establishing such a fund will help ensure that all residents have equitable access to recreation.

The Canadian Parks and Recreation Association's Everybody Gets to Play program provides a toolkit to develop a funding program. A number of other municipalities in the broader region have also developed successful subsidy programs. As one example, the City of Vernon's Affordable Access Pass provides a 75% discount on drop-in passes, swimming programs, and fitness passes to residents that demonstrate financial need (by showing income support from the provincial or federal government).

INFRASTRUCTURE PLANNING RECOMMENDATIONS

CONTEXT

Residents in Armstrong – Spallumcheen have access to numerous parks and recreation facilities and amenities. Benchmarking suggests that the Armstrong – Spallumcheen community is on-par with similar sized municipalities with regards to the overall provision of most facility types, including aquatics, ice arenas, and curling facilities. The conversion of the Hassen Arena to year-round multi-purpose dry-floor space also provides residents with a recreation space that is not found in most similarly sized communities.

While there does not appear to be any urgent issues, a number of recreation facilities and amenities in Armstrong – Spallumcheen are aging and possibly nearing the end of their lifespan. As such, the Commission and its partners will need to carefully determine how to best use finite resources. Provided in this sub-section of the Master Plan are a number of overarching recommendations that are intended to guide the provision of parks and recreation infrastructure.

RECOMMENDATIONS

INFRASTRUCTURE PLANNING RECOMMENDATION #1: IMPLEMENT THE RECOMMENDED PARKS CLASSIFICATION AND AMENITY STANDARDS HIERARCHY.

The assessment of parks undertaken by the project team found that overall 5 of 11 park spaces “exceeded” expectations, 4 “met” expectations, and 2 were “below” expectations. While this rating suggests that overall park provision is adequate, the project team also noted that inconsistencies exist across park spaces with regards to amenity, maintenance, and overall service standards. It is recommended that the Commission work with its municipal partners to establish a uniform and consistent approach for park space provision that should apply to existing and future park space. The following chart outlines a potential hierarchy for this recommended approach.

Classification	Key Characteristics (Current or Desired)	Examples of Current Parks in the Inventory	Minimum Maintenance and Amenity Standards
Community-Wide Park	<ul style="list-style-type: none">• Ideally, minimum size of 4 Ha• Serves the entire community• Centrally located within the community• Adjacencies to key indoor recreation, cultural, and other community facilities	Memorial Park Fairgrounds	<ul style="list-style-type: none">• High priority for maintenance (daily or almost daily service)• Functionality to support multiple uses and larger scale community gathering• Amenities that provide year-round usage• Public restrooms• Parking• Accessible via primary trails and pathways• Primary trail connector across the park space• Lighting• Picnic areas, bbq areas, and shelters• Accessible via collector and arterial roadways• High level of interpretive, informational and directional signage

Classification	Key Characteristics (Current or Desired)	Examples of Current Parks in the Inventory	Minimum Maintenance and Amenity Standards
Neighbourhood Park	<ul style="list-style-type: none"> • 1.5 Ha to 3.0 Ha without school; 3.0 Ha to 7.5 Ha with school • Primarily serves 1 to 3 neighbourhoods • Centrally located within a neighbourhood to reduce walking distance (ideally accessible within a 10 minute walk of the primary service area) 	<p>Highland Park Drive Green Space (Unnamed)</p> <p>Meadow Creek Lane Green Space (Unnamed)</p> <p>Game Court Green Space (Unnamed)</p> <p>McLeod Park</p> <p>Playgrounds that serve communities throughout Spallumcheen</p>	<ul style="list-style-type: none"> • Medium priority for maintenance (weekly service) • Active and passive elements and open areas for informal play • At minimum, benches and trash receptacles • Basic signage (e.g. park name and identification of key features)
Urban Plazas and Specialty Features	<ul style="list-style-type: none"> • Feature areas that serve the entire community (e.g. memorial features, plaza spaces, etc.) • Often centrally located (Proximity to community facilities, public building, or commercial area in the urban core) 	Various downtown heritage spaces	<ul style="list-style-type: none"> • Medium to High priority for maintenance (weekly or daily service depending on nature of use) • Lighting • At minimum, benches and trash receptacles • Interpretive signage
Pocket Parks	<ul style="list-style-type: none"> • 0.25 Ha to 1.5 Ha • Service a specific community 	<p>Highland Park Drive Pocket Park (Unnamed)</p> <p>Green Space between Willowdale Drive and Patterson Avenue (Unnamed)</p> <p>Colony Avenue and Colony Street Green Space (Unnamed)</p> <p>Armstrong Lions Park</p> <p>Park between Schubert Road, Highland Park Road, Belaire Drive (Unnamed)</p> <p>Armstrong Station Park</p> <p>Springview Lot</p> <p>Udy Lot</p> <p>Eagle Rock Lot</p>	<ul style="list-style-type: none"> • Low to Medium maintenance priority (bi-weekly or weekly service depending on observed volume of use) • Active and passive elements and open areas for informal play • At minimum, benches and trash receptacles • Basic signage (e.g. park name and identification of key features) • Minimum 40% street frontage recommended

Classification	Key Characteristics (Current or Desired)	Examples of Current Parks in the Inventory	Minimum Maintenance and Amenity Standards
Natural Space	<ul style="list-style-type: none"> • Varying sizes • Intended to promote biodiversity, ecological conservation and • Sustainability 	<p>Natural areas in the Township include Quilakwa Ridge east of Highway 97A near the north boundary of Spallumcheen, Otter Lake, St. Anne's Pond near the historic O'Keefe Ranch, Eagle Rock, the viewpoint at highest elevation of Rashdale Road, "Little Great Divide" at Fortune Creek, Thomas Hayes Eco Reserve, Rose Swanson Trails, and Deep Creek ravines.</p> <p>Natural areas also include general open space and wetlands throughout Armstrong and Spallumcheen.</p>	<ul style="list-style-type: none"> • Low maintenance priority (in most cases, intentionally left without a regular maintenance program) • Amenities and signage focused on preserving natural features and ensuring appropriate use
Staging Areas	<ul style="list-style-type: none"> • Varying Sizes • Intended to provide a complementary function to other spaces or amenities (e.g. a regional trail) 	<p>Mount Rose Swanson trailhead</p> <p>Thomas Hayes Ecological Park Trailhead</p> <p>Creamery Rest Station</p>	<ul style="list-style-type: none"> • Maintenance determined based on type and frequency of use

INFRASTRUCTURE PLANNING RECOMMENDATION #2: THE COMMISSION SHOULD ENGAGE WITH THE INTERIOR PROVINCIAL EXHIBITION AND OTHER KEY STAKEHOLDERS TO DEVELOP A LONG TERM PLAN ON ASSET MANAGEMENT AND CAPITAL REPLACEMENT PRIORITIES.

Residents, stakeholders, and the Commission recognize the longstanding value of the IPE and other key community stakeholders to the community and region. The various facilities and amenities located on the Fairgrounds, which are primarily managed by the Commission, also contribute to highly valued community spaces. However, many of these facilities and amenities are aging and will require significant re-investment or replacement and it is unlikely that the Commission (at the direction of the partner municipalities) will have the resources to undertake all of the desired future projects. As such, priorities and a realistic long-term plan will need to be developed.

It is recommended that the Commission, IPE, and other key community stakeholders collaboratively develop a facilities plan that focuses on the following:

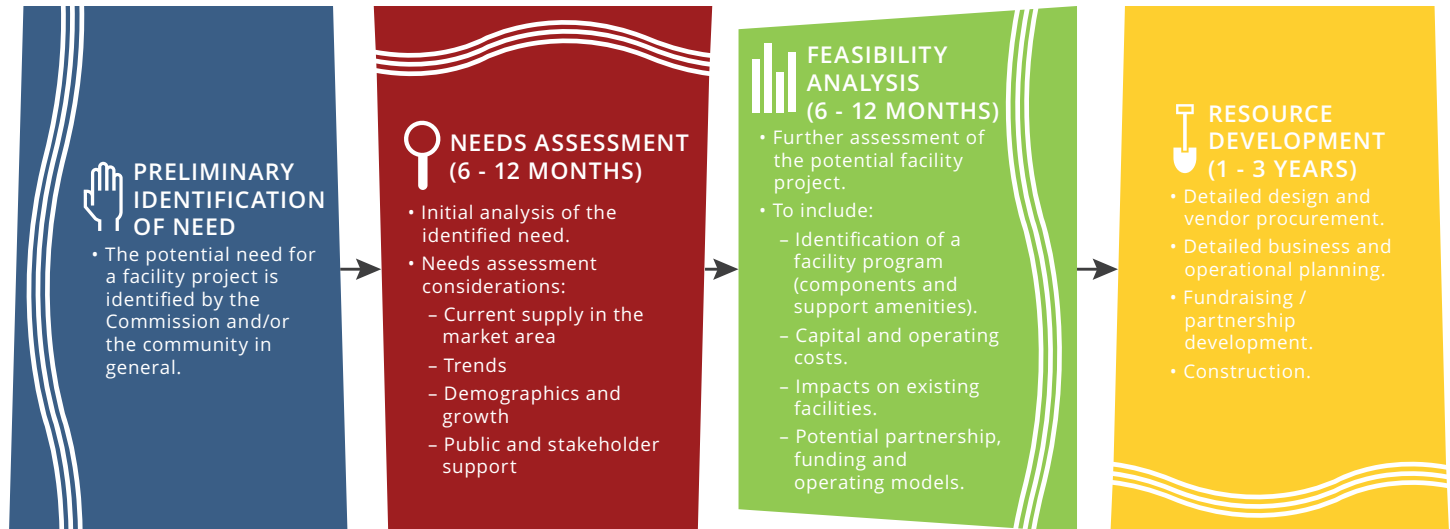
1. Establishing a prioritized list of facilities and amenities on the site (establishing a hierarchy of spaces for future capital re-investment)
2. Using the hierarchy as a basis, develop an asset management plan that includes regular assessments and the establishment of a sufficient capital reserve fund
3. Clarifying capital funding responsibilities between both parties and all other key stakeholders
4. Identifying protocols and requirements to further evaluate any potential capital projects *See Infrastructure Planning Recommendation #3 for a potential project evaluation process



Image Source: City of Armstrong

INFRASTRUCTURE PLANNING RECOMMENDATION #3: FOLLOW THE RECOMMENDED PROJECT EVALUATION FRAMEWORK WHEN CONSIDERING FUTURE CAPITAL PROJECTS.

The following graphic illustrates a recommended process that should be used when evaluating major capital investment (major enhancement, replacement, or new development). Using this process will help ensure that need and viability are fully understood and used to inform decision making in a transparent and structured manner.



As referenced in Infrastructure Planning Recommendation #2, this Framework should be used when evaluating potential capital investment into the Fairgrounds. The Framework should also be used as major funding requests come forward from the community for recreation and related projects (e.g. cultural projects, major trail initiatives, etc.).



FACILITY AND AMENITY STRATEGIES

To provide more specific guidance, facility and amenity strategies have been developed for a number of key facility and amenity types. These strategies have been developed based on the research and engagement and suggest future service levels and approaches.

*Please refer to Appendix A for a ranking that was conducted. This ranking exercise helped inform these facility and amenity strategies by identifying potential priority and benefits.



TRAILS AND PATHWAYS

Current Provision:

- Estimated ~43 km of formalized trails in the Township of Spallumcheen
- Estimated ~26 km of formalized trails in the City of Armstrong

Utilization and Demand Indicators:

- 69% of Resident Survey respondents reported use of natural surface trails in the previous year (37% reported 10 or more uses).
- 61% of Resident Survey respondents reported use of natural surface trails in the previous year (32% reported 10 or more uses).
- Natural surface trails were the top priority for enhancement / new development.
- High level of demand for new development expressed by recreation stakeholders.

Overall Priority Ranking (see Appendix A):

Natural Surface Trails (#1 ranked priority), Paved Surface Trails and Pathways (#3 ranked priority)

SUGGESTED FUTURE PROVISION TARGET



Rationale:

- Indicators from the Resident Survey (utilization and resident priority) suggest a high level of demand.
- Trails provide an affordable recreational amenity that residents of all ages and abilities can use (strong alignment with the Service Delivery Outcomes).
- The trails assessments noted a number of opportunities for enhancement.

RECOMMENDED FUTURE APPROACH

- Follow the direction outlined in the Trails Master Plan (published under separate cover).

AQUATICS FACILITIES

Current Provision:

- 1 outdoor pool facility located in Armstrong
- Indoor aquatics facility in Vernon (~24 km) and Salmon Arm (~39 km)

Utilization and Demand Indicators:

- Utilization of the existing outdoor pool facility remains strong and consistent during the summer months.

Overall Priority Ranking (see Appendix A):

N/A (not ranked)

SUGGESTED FUTURE PROVISION TARGET



Rationale:

- The existing pool facility is well used and financially viable for the community.
- The service area is not currently large enough to support an indoor aquatics facility (An indoor aquatics facility would likely require an annual operating subsidy of \$1 – 1.5 M dollars which would double the current subsidy amount).

RECOMMENDED FUTURE APPROACH

- Ensure adequate asset management practices are in place to sustain the existing outdoor pool.
- Continue to explore opportunities to maximize the ability of local residents to access regional facilities.

INDOOR ICE ARENAS

Current Provision:

- 1 indoor ice sheet in Armstrong.
- 3 sheets of ice in Vernon (~24 km) and 2 sheets of ice in Salmon Arm (39 km)

Utilization and Demand Indicators:

- 58% of Resident Survey respondents reported use of the Nor-Val Arena in the previous year (18% reported 10 or more uses).
- 12% of Resident Survey respondents indicated that new or enhanced arena facilities were needed (2nd lowest among all indoor facility types).

Overall Priority Ranking (see Appendix A):

#15 ranked priority

SUGGESTED FUTURE PROVISION TARGET



Rationale:

- Engagement and benchmarking findings suggest that current provision is appropriate.

RECOMMENDED FUTURE APPROACH

- Ensure adequate asset management practices are in place to sustain the existing arena.

INDOOR DRY FLOOR SPACES

Current Provision:

- 1 large indoor dry-floor space (retrofitted Hassen Memorial Arena)
- School gymnasiums

Utilization and Demand Indicators:

- 49% of Resident Survey respondents reported use of the Hassen Memorial Arena in the previous year (11% reported 10 or more uses).
- 24% of Resident Survey respondents reported use of school gymnasiums in the previous year (11% reported 10 or more uses).
- The importance of multi-purpose spaces were identified by stakeholders.
- Multi-purpose spaces that support spontaneous use are a key trend in recreation.

Overall Priority Ranking (see Appendix A):

#11 Ranked Priority

SUGGESTED FUTURE PROVISION TARGET



SUSTAIN

Rationale:

- The Hassen Memorial Arena provides a valuable multi-purpose dry-floor space that is important to sustain.

RECOMMENDED FUTURE APPROACH

- **Short to Medium Term (0 – 10 Years):** Sustain the Hassen Memorial Arena and collaborate with School District No. 83 to maximize community access to school gymnasiums.
- **Long Term (10+ Years):** Undertake a Needs Assessment and Facility Study on a new multi-purpose field house facility when the service area population of Armstrong – Spallumcheen is nearing 20,000 or the Hassen Memorial Arena requires decommissioning.

PARK SPACES

Current Provision:

- 11 designated park spaces in Armstrong (2 “Destination” classification, 3 “Neighbourhood”, 6 “Pocket Park” classification)
- Natural parks and protected areas throughout Spallumcheen

Utilization and Demand Indicators:

- 68% of Resident Survey respondents reported use of Memorial Park in the previous year (27% reported 10 or more uses).
- 42% of Resident Survey respondents reported use of community playgrounds in the previous year (21% reported 10 or more uses).
- 31% of Resident Survey respondents reported use of the spray park in the previous year (11% reported 10 or more uses).
- Quality parks and outdoor spaces were identified as important by stakeholders and the public that were engaged at community events.

Overall Priority Ranking (see Appendix A):

Community Park Spaces (#2 Ranked Priority), Day-Use Areas (#7 Ranked Priority)

SUGGESTED FUTURE PROVISION TARGET



SUSTAIN OR INCREASE

Rationale:

- Parks spaces are well used and highly valued.
- Park spaces provide an affordable recreational opportunity that all residents can enjoy.

RECOMMENDED FUTURE APPROACH

- Ensure adequate asset management practices are in place to sustain existing park spaces and amenity features.
- Implement the recommended classification system (see Infrastructure Planning Recommendation #1) and ensure park space amenities are aligned with the standards as outlined.
- Include park space as part of any future indoor facility development.

AGRI-RECREATION FACILITIES

Current Provision:

- Variety of indoor buildings and facilities on the Fairgrounds
- Outdoor event ring on the Fairgrounds

Utilization and Demand Indicators:

- 63% of Resident Survey respondents indicated that members of their household attended agricultural events in the previous year.
- 67% of Resident Survey respondents reported use of agricultural buildings on the Fairgrounds in the previous year (10% reported 10 or more uses).

Overall Priority Ranking (see Appendix A):

Indoor riding arena / agri-recreation type spaces (#4 ranked priority), Outdoor agri-recreation facilities (#6 ranked priority)

SUGGESTED FUTURE PROVISION TARGET



REQUIRES FURTHER EXPLORATION

Rationale:

- Agri-recreation continues to be important to residents and the existing facilities have relatively strong levels of use.
- Many of the facilities and amenities on the fairgrounds will require significant re-investment or replacement.

RECOMMENDED FUTURE APPROACH

- As per Infrastructure Planning Recommendation #2, collaborate with the IPE to determine priorities and a plan for asset management and future funding of potential projects.

INDOOR GATHERING AND PERFORMANCE SPACES

Current Provision:

- Centennial Hall and Auditorium

Utilization and Demand Indicators:

- 55% of Resident Survey respondents reported use of the Centennial Hall and Auditorium in the previous year (10% reported 10 or more uses).
- 41% Resident Survey respondents reported that household members participated in performing arts activities in the previous year.
- 39% of Resident Survey respondents reported that household members participated in creative arts activities in the previous year.
- 29% of Resident Survey respondents participated in dance activities in the previous year.
- Arts and crafts spaces were identified by 28% of Resident Survey respondents as a space they would like to see targeted for enhancement of new development. Performing arts spaces were identified by 23% of respondents.

Overall Priority Ranking (see Appendix A):

Social gathering spaces (#6 ranked priority), Arts and Crafts Spaces (#8 ranked priority)

SUGGESTED FUTURE PROVISION TARGET



SUSTAIN OR INCREASE

Rationale:

- Next to aquatics, performing and creative arts activities had the highest levels of participation.
- The existing Centennial Hall and Auditorium is aging and limited in some respects.

RECOMMENDED FUTURE APPROACH

- **Short Term (0 to 5 Years):** Sustain the Centennial Hall and Auditorium through adequate maintenance.
- **Medium – Long Term (5 – 10 Years):** Undertake a feasibility study to explore the viability and need for a new multi-purpose community centre and community theatre venue.

INDOOR SPECIALTY SPACES

Current Provision:

- Seniors Centre located in Armstrong
- Multi-purpose rooms located at the Nor-Val Sports Centre, Hassen Memorial Arena, and Centennial Hall and Auditorium
- Indoor skatepark located on the Fairgrounds
- The community does not currently provide a dedicated indoor children's play space, climbing wall, or an indoor track

Utilization and Demand Indicators:

- Youth centres, seniors centres, indoor children's program spaces, multi-purpose program rooms, and social gathering spaces were identified as the top 5 indoor facility types that Resident Survey respondents would like to see targeted for development.
- 33% of Resident Survey respondents indicated participation in indoor walking in the previous year.
- The age demographics of the community support the importance of providing indoor walking opportunities.
- Ensuring that a variety of recreation and cultural activity opportunities exist for youth is a key trend within public sector recreation services.

Overall Priority Ranking (see Appendix A):

Seniors Centres (#4 ranked priority), Youth Centres (#5 ranked priority), Indoor Children's Play Spaces (#6 ranked priority), Climbing Walls (#10 Ranked Priorities)

SUGGESTED FUTURE PROVISION TARGET



SUSTAIN OR INCREASE

Rationale:

- Findings from the Resident Survey support demand for indoor spontaneous and specialty use spaces.

RECOMMENDED FUTURE APPROACH

- **Short Term (0 to 5 Years):** Sustain existing spaces and identify "easy-win" opportunities to further animate existing indoor facilities and encourage spontaneous use.
- **Medium to Long Term (5-10+ Years):** Investigate adding spaces such as youth rooms, climbing walls, and indoor walking tracks into existing facilities or any new facilities that are being considered.

CURLING RINKS

Current Provision:

- 1 curling facility with 3 sheets of ice located on the Fairgrounds

Utilization and Demand Indicators:

- 23% of Resident Survey respondents reported use of the Armstrong & District Curling Club in the previous year (10% reported 10 or more uses).
- Information provided by the curling club suggests that participation has remained steady.

Overall Priority Ranking (see Appendix A):

#14 ranked priority

SUGGESTED FUTURE PROVISION TARGET



SUSTAIN

Rationale:

- The curling club continues to provide an important and longstanding recreational activity.

RECOMMENDED FUTURE APPROACH

- Engage with the Club and stakeholders (municipalities) to clarify existing and future responsibilities pertaining to maintenance of the facility and site and future capital upgrades and replacement.

OUTDOOR COURT SPACES

Current Provision:

- 1 older court space located at Memorial Park
- Dedicated tennis and pickleball court facilities available in Vernon and Salmon Arm

Utilization and Demand Indicators:

- 7% of Resident Survey respondents indicated household participation in outdoor pickleball (11% indicated participation in outdoor pickleball).
- 10% of Resident Survey respondents indicated household participation in outdoor tennis.

Overall Priority Ranking (see Appendix A):

Pickleball Courts (#7 ranked priority), Tennis Courts (#11 ranked priority)

SUGGESTED FUTURE PROVISION TARGET



SUSTAIN OR INCREASE

Rationale:

- While utilization is low compared to other activities, the cost of providing court spaces is minimal.
- Trends and demographics suggest that there may be some demand for pickleball.
- Court spaces have a degree of multi-purpose capability and can accommodate a variety of uses (e.g. street hockey, basketball, etc.).

RECOMMENDED FUTURE APPROACH

- Refurbish the court space in Memorial Park or retrofit the space for other uses and identify another suitable space for a new duo-purpose tennis / pickleball court(s).
- Continue to monitor trends. If demand spikes, conduct a Needs Assessment and Feasibility Study to further investigate court space needs.

SPORTS FIELDS AND BALL DIAMONDS

Current Provision:

- 2 ball diamonds located on the Fairgrounds.
- 8 additional ball backstops located at school field sites.
- 8 sport fields located on school sites.

Utilization and Demand Indicators:

- 14% of Resident Survey respondents reported use of the ball diamonds located on the Fairgrounds (3% reported 10 or more uses).
- 29% of Resident Survey respondents reported use of the sports fields in the community (12% reported 10 or more uses).
- User groups expressed some concern over field quality issues but did not indicate challenges with having access to enough field time.

SUGGESTED FUTURE PROVISION TARGET



SUSTAIN

Rationale:

- Research and engagement suggests that the current supply is appropriate.

RECOMMENDED FUTURE APPROACH

- Work with the school board to maximize access and make best use of available field spaces.
- Sustain the current fields through appropriate maintenance.
- Work with user groups to address specific issues.

SPECIALTY OUTDOOR SPACES

Current Provision:

- Outdoor skate park located on the Memorial Park site, adjacent to the Nor-Val Sports Centre.
- The community does not have a formalized bike skills park or BMX park.

Utilization and Demand Indicators:

- 14% of Resident Survey respondents reported use of the skate park in the previous year (6% used it on more than 10 occasions).
- Trends in recreation support the importance of providing spontaneous use opportunities for youth and young adults.
- The parks assessments identified a number of spaces that appear to be used informally.

SUGGESTED FUTURE PROVISION TARGET



SUSTAIN OR INCREASE

Rationale:

- The importance of youth recreation was a key overall theme from the research and engagement.
- The identification of informal bike jumps and trails in parks spaces suggests that some demand may exist for these amenities.

RECOMMENDED FUTURE APPROACH

- **Short to Medium Term (0 to 10 Years):** Continue to sustain the existing skate park through maintenance and upkeep as required. Explore the costs of developing a basic bike skills park in the community.
- **Long Term (10+ Years):** Ensure capital funds are available to refurbish or replace the skate park.



APPENDIX A

PRIORITY RANKING RESULTS AND INPUTS

THE PRIORITIZATION MODEL

Criteria	Scoring Metrics	Weighting
Resident Priorities	<p>3 pts: The facility / amenity type was identified as a priority by >50% of Resident Survey Respondents.</p> <p>2 pts: The facility / amenity type was identified as a priority by 40% - 49% of Resident Survey Respondents.</p> <p>1 pt: The facility / amenity type was identified as a priority by 20% - 39% of Resident Survey respondents</p> <p>0 pts: The facility / amenity type was identified as a priority by <30% of Resident Survey respondents</p>	3
Stakeholder Priorities	<p>2/3 pts: The facility / amenity type was commonly identified as a priority for enhancement during the stakeholder discussions or selected by >3 groups in the Community Group Survey</p> <p>0 pts: The facility / amenity type was not commonly identified as a priority for enhancement by stakeholders.</p>	2
Capital Cost	<p>3 pts: The facility / amenity type has a low capital replacement or development cost (<\$1 M).</p> <p>2 pts: The facility / amenity type has a low - moderate capital replacement or development cost (\$1 M - 5 M).</p> <p>1 pt: The facility / amenity type has a moderate - high capital replacement or development cost (\$5 M - 10 M).</p> <p>0 pts: The facility / amenity type has a significant capital replacement or development cost (> \$10 M).</p> <p><i>See Appendix A for the capital cost figures used to score this metric category.</i></p>	2

Criteria	Scoring Metrics	Weighting
Operating Cost	<p>3 pts: The facility / amenity type typically breaks even or generates positive revenues.</p> <p>2 pts: The facility / amenity type typically requires a small annual operating subsidy (<\$50,000 annually).</p> <p>1 pt: The facility / amenity type typically requires a moderate annual operating subsidy (\$50,000 - \$100,000 annually).</p> <p>0 pts: The facility / amenity type typically requires a significant annual operating subsidy (>\$100,000 annually).</p>	2
Multi-Use Capability	<p>3 pts: The facility / amenity type has a high degree of multi-use capability.</p> <p>2 pts: The facility / amenity type has a moderate degree of multi-use capability.</p> <p>1 pt: The facility / amenity type has a low-moderate degree of multi-use capability.</p> <p>0 pts: The facility / amenity type is single purpose.</p>	2
Economic Benefit	<p>3 pts: The facility / amenity type brings (or would bring) significant non-local spending to the community.</p> <p>2 pts: The facility / amenity type brings (or would bring) moderate non-local spending to the community.</p> <p>1 pt: The facility / amenity type brings (or would bring) minimal non-local spending to the community.</p> <p>0 pts: The facility / amenity type brings (or would bring) minimal non-local spending to the community (serves exclusively a local market).</p>	1



Facility / Amenity Type	Rank
Natural surface trails and pathways	1
Community park spaces (including playgrounds, sitting areas, etc.)	2
Paved trails and pathways	3
Seniors centres	4
Indoor riding arena / agri-recreation type spaces	4
Youth centres	5
Multi-purpose program rooms	5
Campgrounds	5
Indoor children's play spaces	6
Social gathering spaces (e.g. hall and community centre type spaces)	6
Outdoor agri-recreation facilities (e.g. riding rings)	6
Performing arts facilities (e.g. dedicated theatre space)	7
Day use areas	7
Pickleball courts	7
Sports fields	7
Arts and crafts spaces (e.g. studios and creative space)	8

Facility / Amenity Type	Rank
Fitness centres	9
Outdoor skating rinks	9
Climbing walls	10
Indoor adventure sport spaces (including: skateboard, BMX, etc.)	10
Outdoor paved court spaces (i.e. for basketball, ball hockey, etc.)	10
Gymnasium / field house type spaces	11
Tennis courts	11
BMX facilities	11
Skateboard parks	11
Outdoor aquatics (including: pool and spray park facilities)	12
Outdoor performing arts venues (e.g. band stages)	13
Ball diamonds	13
Curling facilities	14
Outdoor fitness equipment	14
Ice arenas	15

DETAILED FACILITY AND AMENITY SCORING

	Resident Priorities	Stakeholder Priorities	Capital Cost	Operating Cost	Multi-Use Capability	Economic Benefit	Weighted Score	Rank
Natural surface trails and pathways	3	3	3	1	3	0	29	1
Community park spaces (including playgrounds, sitting areas, etc.)	3	2	3	1	3	0	27	2
Paved trails and pathways	2	3	3	1	3	0	26	3
Seniors centres	2	2	2	1	2	1	21	4
Indoor riding arena / agri-recreation type spaces	0	3	2	2	2	3	21	4
Youth centres	2	2	2	1	2	0	20	5
Multi-purpose program rooms	1	0	3	2	3	1	20	5
Campgrounds	1	2	3	3	0	1	20	5
Indoor children's play spaces	1	2	3	2	1	0	19	6
Social gathering spaces (e.g. hall and community centre type spaces)	1	0	2	2	3	2	19	6
Outdoor agri-recreation facilities (e.g. riding rings)	0	2	2	2	2	3	19	6
Performing arts facilities (e.g. dedicated theatre space)	1	2	1	1	2	2	17	7
Day use areas	1	0	3	1	3	0	17	7
Pickleball courts	0	2	3	2	1	1	17	7
Sports fields	0	2	3	1	2	1	17	7
Arts and crafts spaces (e.g. studios and creative space)	1	0	2	2	2	1	16	8
Fitness centres	1	0	2	3	1	0	15	9
Outdoor skating rinks	1	0	3	1	2	0	15	9
Climbing walls	1	0	3	2	0	1	14	10
Indoor adventure sport spaces (including: skateboard, BMX, etc.)	1	0	2	2	1	1	14	10
Outdoor paved court spaces (i.e. for basketball, ball hockey, etc.)	0	0	3	2	2	0	14	10
Gymnasium / field house type spaces	0	0	2	1	3	1	13	11
Tennis courts	0	0	3	2	1	1	13	11
BMX facilities	0	0	3	2	1	1	13	11
Skateboard parks	0	0	3	2	1	1	13	11
Outdoor aquatics (including: pool and spray park facilities)	1	0	2	0	2	1	12	12
Outdoor performing arts venues (e.g. band stages)	0	0	2	2	1	1	11	13
Ball diamonds	0	0	3	1	1	1	11	13
Curling facilities	0	0	2	2	0	2	10	14
Outdoor fitness equipment	0	0	3	2	0	0	10	14
Ice arenas	0	0	1	0	2	2	8	15

CAPITAL COSTS FOR FACILITY / AMENITY TYPES (ESTIMATED REPLACEMENT OR DEVELOPMENT COST)

**High level estimates only based on industry standards. These figures will require further refinement should specific projects proceed.*

Facility / Amenity Type	Capital Cost Value (\$, M)
Youth centres	\$2 M
Seniors centres	\$2 M
Indoor children's play spaces	\$0.750 M
Multi-purpose program rooms	\$0.250 M
Social gathering spaces (e.g. hall and community centre type spaces)	\$5 M
Arts and crafts spaces (e.g. studios and creative space)	\$2 M
Climbing walls	\$0.750 M
Performing arts facilities (e.g. dedicated theatre space)	\$5 M - \$10 M (small scale dedicated space)
Fitness centres	\$1 M
Indoor adventure sport spaces (including: skateboard, BMX, etc.)	\$1 M - \$3 M
Gymnasium / field house type spaces	\$5 M - \$10 M
Curling facilities	\$5 M - \$10 M
Ice arenas	\$10 - \$15 M (per 1 sheet with 800-1,000 capacity)
Indoor riding arena / agri-recreation type spaces	\$5 M - \$8 M
Natural surface trails and pathways	N/A
Community park spaces (including playgrounds, sitting areas, etc.)	N/A
Paved trails and pathways	N/A
Campgrounds	N/A
Day use areas	N/A
Outdoor aquatics (including: pool and spray park facilities)	\$4 M - \$10 M
Outdoor skating rinks	\$0.750 M
Outdoor performing arts venues (e.g. band stages)	\$0.750 M - \$2 M
Pickleball courts	\$1 M (assumes 4 court facility)

Facility / Amenity Type	Capital Cost Value (\$, M)
Tennis courts	\$1 M (assumes 4 court facility)
Sports fields	\$0.250 M (per field)
Ball diamonds	\$0.250 M (per field)
Outdoor paved court spaces (i.e. for basketball, ball hockey, etc.)	\$0.250 (per court)
Outdoor agri-recreation facilities (e.g. riding rings)	\$ 2 M - \$8 M
BMX facilities	\$0.500 M
Outdoor fitness equipment	N/A
Skateboard parks	\$0.750 M

Note: Those facilities marked with N/A have variable costs and are scored as “Low” in the Prioritization Model





Image Source: City of Armstrong



Image Source: Okanagan Advertiser



Image Source: City of Armstrong



Image Source: Okanagan Advertiser

