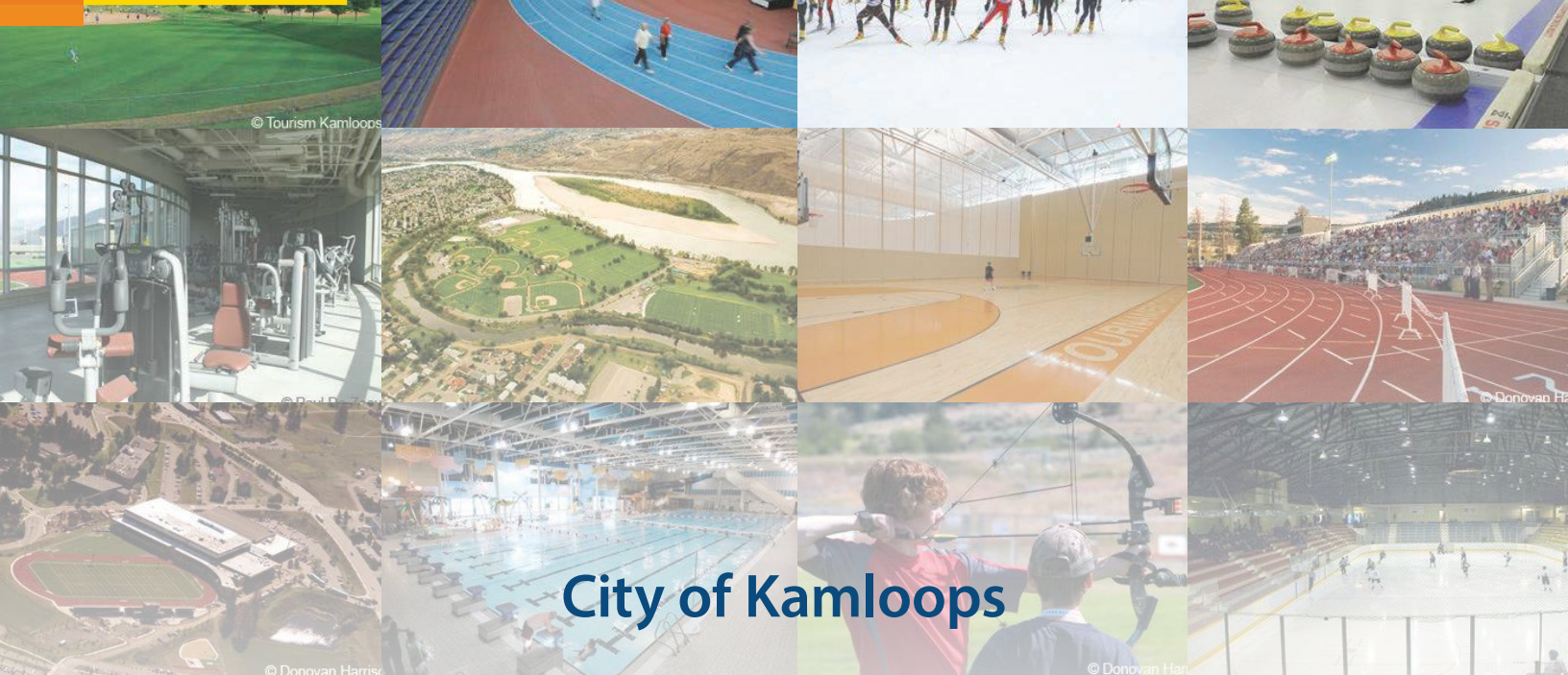


# Recreation

MASTER PLAN



City of Kamloops

# RECREATION MASTER PLAN

DECEMBER 2019





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## DEFINING RECREATION

The term “recreation” can mean different things to different people. ***The Framework for Recreation in Canada 2015: Pathways to Wellbeing*** provides the following renewed definition for 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.*

Additionally, recreation experiences include participation in physical activity and sport, and in artistic, cultural, social, intellectual, and passive activities.

The Framework also identifies the value and benefits of passive forms of recreation. One of the five Goals outlined in the Framework identifies that recreation can be used as a mechanism to “*help people connect to nature*”.

It is also important to note that community needs, priorities, and attitudes towards recreation and related services are continually evolving and require ongoing interpretation. As such, public sector providers of these opportunities need to ensure that service provision is not narrowly defined and takes into account inclusion and accessibility with a focus on achieving the greatest possible benefit with available resources.

While the Recreation Master Plan focuses on active forms of recreation such as physical activity and sport, passive forms of recreation and leisure as well as arts and cultural pursuits are also important and were considered. In some instances, findings from the engagement and research also suggest that the Recreation Master Plan needs to provide strategic direction across some of these areas.



# EXECUTIVE SUMMARY

## OVERVIEW

The Recreation Master Plan is a strategic document to guide the provision of recreation services in Kamloops and help inform future decision making and resource allocation. The Recreation Master Plan project was initiated in mid-2018 and has involved extensive community engagement.

ENGAGEMENT METHOD	PARTICIPATION
Resident Survey	1,316 responses (Coded Access) 281 responses (Non-Coded Access)
Stakeholder Discussions	17 discussion sessions (56 organizations represented)
Community Group Questionnaire	50 responses
Open House Events	2 events (~80 attendees)
Online Engagement via Let's Talk Kamloops	815 site visits and 37 engaged visitors

**Note: Detailed findings from the research and engagement are contained in the State of Recreation Research Summary Report and summarized in Section 4 of this Recreation Master Plan document.**

## VISION AND SERVICE DELIVERY GOALS (SECTION 5)

The Recreation Master Plan identifies refreshed Vision and Service Delivery Goals for recreation services in Kamloops. The Vision and Service Delivery Goals articulate the core values and principles that will drive service delivery and provide a foundation for the specific strategies identified in later sections of the Recreation Master Plan.

### A Vision for Recreation Services in Kamloops

Recreation services in Kamloops will continue to support and foster quality of life, vibrancy, inclusivity, and diversity for all residents.

### Service Delivery Goals

- Quality
- Diversity of Opportunities
- Inclusiveness
- Celebrating and Leveraging Success
- Sustainability
- Connectedness
- Collaboration



# EXECUTIVE SUMMARY

## SERVICE DELIVERY STRATEGIES (SECTION 6)

The eight Service Delivery Strategies identified in the Recreation Master Plan are listed below. Implementation tactics are identified for each strategy along with supporting rationale and context.

- **Strategy #1:** Place an emphasis on addressing affordability barriers to participation.
- **Strategy #2:** Continue to work at expanding regional and cross-sectoral partnerships.
- **Strategy #3:** Sustain the Tournament Capital Program and, where possible, continue to leverage the success of the program into other activity areas.
- **Strategy #4:** Identify city-wide opportunities to animate and maximize the use of outdoor space for a variety of recreational activities.
- **Strategy #5:** Continue to provide recreational opportunities through a combination of direct and indirect service delivery methods.
- **Strategy #6:** Review and refresh allocation policies and procedures.
- **Strategy #7:** Align recreation engagement opportunities with the engagement framework and new engagement tools created by the City's Communications and Community Engagement Division.
- **Strategy #8:** Invest in data collection and analysis.

## INFRASTRUCTURE PRINCIPLES AND STRATEGIES (SECTION 7)

The Recreation Master Plan identifies overall Infrastructure Principles to guide future planning and the provision of recreation facilities and spaces.

- **Infrastructure Principle #1:** Ensure that existing recreation infrastructure is sustained before considering new major capital development.
- **Infrastructure Principle #2:** Prioritize developing spaces that are multi-functional and able to service a diverse cross-section of ages and interests.
- **Infrastructure Principle #3:** Ensure that inclusivity and access are highly valued considerations in future recreation infrastructure projects.

Section 7 of the Recreation Master Plan provides strategic direction for a number of specific facility and amenity types. Key recommendations from the Facility and Amenity Strategies (as further detailed on pages 38–46) are summarized below.

### Arts and Cultural Facilities

- The City should revisit the development of a new performing arts venue and remain engaged in the Kamloops Centre for the Arts Society's business case initiative.

### Aquatics Facilities

- The City should explore the development of a new aquatics space that focuses on recreation-based aquatics.
- An indoor aquatics feasibility study should be undertaken to further explore a number of important considerations relating to potential future development, including site, inclusion of other amenity spaces, cost impacts, and impact on existing aquatics facilities.





# EXECUTIVE SUMMARY

## Indoor Ice Arenas

- Sustain the current indoor ice arena provision in the short term (0–3 years).
- Increase the number of ice arena sheets by at least one to two sheets in the midterm (3–7 years).
- Increase the number of ice arena sheets by at least an additional one to two sheets (two to four sheets total) in the long term (7–17 years).
- Undertake an analysis of indoor ice to further explore options and approaches for meeting the recommended provision targets. The study will help further clarify how to best organize the City's indoor ice inventory (i.e. assess the lifespan of existing facilities, identify decommissioning and replacement strategies, identify opportunities to maximize multi-sheet facilities, clarify the size and scale of new arena projects, and explore future partnership and operational models).

## Indoor Dry-Floor/Indoor Field Spaces

- In the short term, maintain discussions with School District No. 73 through the Joint Use Committee to ensure community access continues to be secured in school gymnasiums.
- In the medium term, assess the viability of including dry-floor/indoor field spaces in new facility projects or retrofits of existing facilities.

## Sports Fields and Ball Diamonds

- Preference for quality over quantity.
- Optimize the use of existing facilities and consider upgrades that can improve functionality, capacity, and user experience.
- Continue to monitor trends and community needs for specialty fields (e.g. cricket) and work with these groups to identify future space needs and options.

## Curling Facilities

- The City should support the operation of two curling clubs for as long as they demonstrate financial viability.
- If significant reinvestment or replacement is required in the future or operational challenges threaten sustainability, the City should facilitate discussions between the two clubs to explore the future infrastructure needs of curling in the community.
- If sustaining two clubs is deemed as not viable at any point in the future, opportunities to retrofit one of the facilities for other uses should be explored.

## Play Spaces

- Explore the demand and viability of including indoor play spaces as new facilities are planned (e.g. new aquatics facility, arenas).
- Ensure adequate provision and diversity of outdoor play opportunities for children and youth of all ages.

## Parks and Trails

- Align with the Parks Master Plan.
- As recommended in Service Delivery Strategy #4, continue to collaborate across City departments and with stakeholders to animate and maximize the use of outdoor space for recreation.
- As new development occurs, identify opportunities to integrate indoor and outdoor recreation spaces.

## Creative Arts Spaces

- Align with Cultural Strategic Plan
- Continue to monitor trends and the supply of available opportunities.
- Explore opportunities to include art creation spaces in potential new facility projects (e.g. performance theatre venue, outdoor space).



# EXECUTIVE SUMMARY

## Fitness Spaces

- Explore the demand, viability, and benefits (e.g. opportunity to improve cost recovery, meet community needs) of including fitness spaces in new or expanded recreation facilities (e.g. new aquatics facility, arenas).

## Specialty Indoor Spaces

(e.g. youth centres and seniors' centres)

- Continue to monitor trends.
- Identify opportunities to meet youth and older adult program needs in new or expanded facilities.
- Consider developing a youth strategy and older adults strategy to further explore needs, leading practices, and trends.

## Specialty Outdoor Spaces

- Align with the Parks Master Plan.
- Continue to monitor trends.
- As new development occurs, identify opportunities to integrate indoor and outdoor recreation spaces and consider the inclusion of new and unique spaces.

## Outdoor Court Spaces

- Closely monitor tennis and pickleball court utilization.
- If warranted by utilization indicators and ongoing engagement with user groups, consider undertaking a study to further explore potential need and options.

## Indoor Court Spaces

- Work with the squash community to identify a future strategy for the sport in Kamloops (this exploration may warrant further needs assessment and feasibility analysis).

## SECTION 1

# INTRODUCTION AND CONTEXT

### IN THIS SECTION:

- Overview of the project background and purpose
- Summary of the project process
- Strategic alignment of the Recreation Master Plan

## PROJECT BACKGROUND AND PURPOSE

The City of Kamloops (hereafter referred to as “the City”) has developed a Recreation Master Plan to achieve the following objectives:

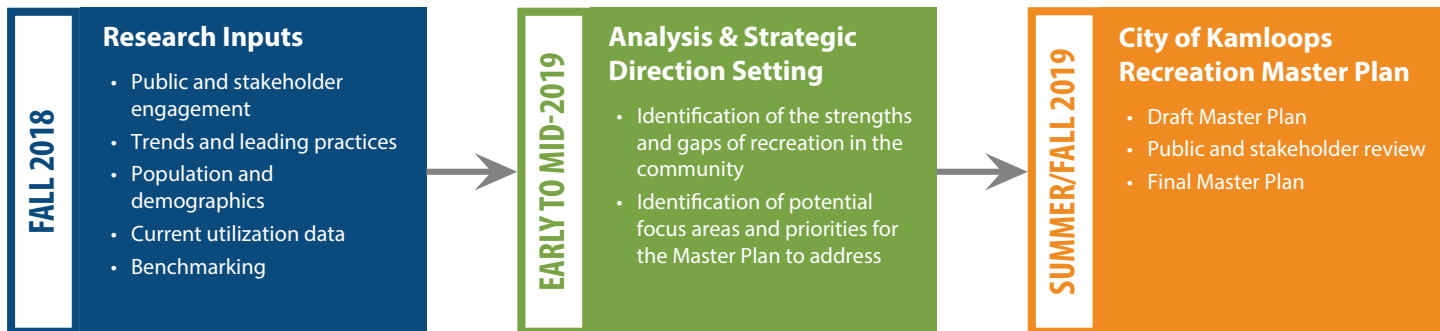
- assess the current state of recreation in the community
- identify key service delivery priorities and potential areas of optimization
- set priorities for capital investment into existing and potential new infrastructure

The Recreation Master Plan is intended to provide strategic direction across the above areas for 10+ years and will be available to City Council and Administration as an important point of reference to inform future decision making and overall investment in recreation and related services. The Recreation Master Plan is also likely to serve as a foundational document for future project-specific or tactical planning such as feasibility studies and department and/or facility business plans.



# PROJECT PROCESS

The Recreation Master Plan project was initiated in June 2018, and a final draft was presented to the City for adoption in the fourth quarter of 2019. The following graphic summarizes the overall process that was used to develop the Recreation Master Plan. As illustrated by the graphic, research and engagement inputs were used to set strategic direction for the Recreation Master Plan.



## OVERVIEW OF THE RECREATION MASTER PLAN CONTENT

The content of this Recreation Master Plan document has been organized into eight sections:

**Section 1: Introduction and Context (this section)** - Overview of the Recreation Master Plan purpose, objectives, and process.

**Section 2: The Current Service Delivery Context**—Summary of the City’s current service delivery approach and overview of recreation (and related infrastructure).

**Section 3: The Value of Recreation**—Local, provincial, and national data that support the importance of investing in quality recreation.

**Section 4: Research and Engagement Key Findings**—Summary of key research and engagement findings from the State of Recreation Research Summary Report.

**Section 5: Vision and Service Delivery Goals**—The Vision and Service Delivery Goals are intended to provide a philosophical foundation that underpins how the City invests in providing recreational opportunities.

**Section 6: Service Delivery Strategies**—Eight Service Delivery Strategies are identified to optimize the City’s overall delivery of recreation opportunities and provide priority focus areas for the next 10+ years.

**Section 7: Infrastructure Principles and Strategies**—Overarching strategies to guide future facility provision and strategies for key types of facilities and amenities.

**Section 8: Project Prioritization and Evaluation**—Included in this section are a Project Prioritization Model and Project Evaluation Framework. These tools are intended to support future decision making and priority setting.

# STRATEGIC ALIGNMENT

The Recreation Master Plan has been developed in alignment with a number of overarching and related City of Kamloops strategic planning documents that guide overall City priorities and service delivery. These documents include:

- Official Community Plan (KAMPLAN)
- Kamloops City Council Strategic Plan 2019–2022
- Accessibility and Inclusion Plan: Moving Together Toward a More Accessible Kamloops (2018)
- Riverside to Pioneer Parks Management Plan (2015)
- Oasis of Activity: City of Kamloops Parks Master Plan (2013)
- Trails Master Plan (2012)
- Kamloops Social Plan (2009)
- Kamloops Cultural Strategic Plan (2003)

The City’s commitment to service, excellence, and quality in the provision of recreation is also demonstrated through alignment with provincial and national strategic planning related to recreation, sport, and culture. Wherever possible, this Recreation Master Plan document has incorporated leading practices and principles from the following policy and framework documents:

## Provincial

- Active People, Active Places—BC Physical Activity Strategy
- The Way Forward— A Strategic Plan for the Parks, Recreation, and Culture Sector of BC
- Aboriginal Sport, Recreation and Physical Activity Strategy
- British Columbia Arts Council Strategic Plan 2018–2022

## National

- A Framework for Recreation in Canada 2015: Pathways to Wellbeing
- A Common Vision for increasing physical activity and reducing sedentary living in Canada: Let’s Get Moving
- Truth and Reconciliation: Calls to Action
- Sport for Life and the Long-term Athlete Development framework (LTAD)



## SECTION 2

# THE CURRENT SERVICE DELIVERY CONTEXT

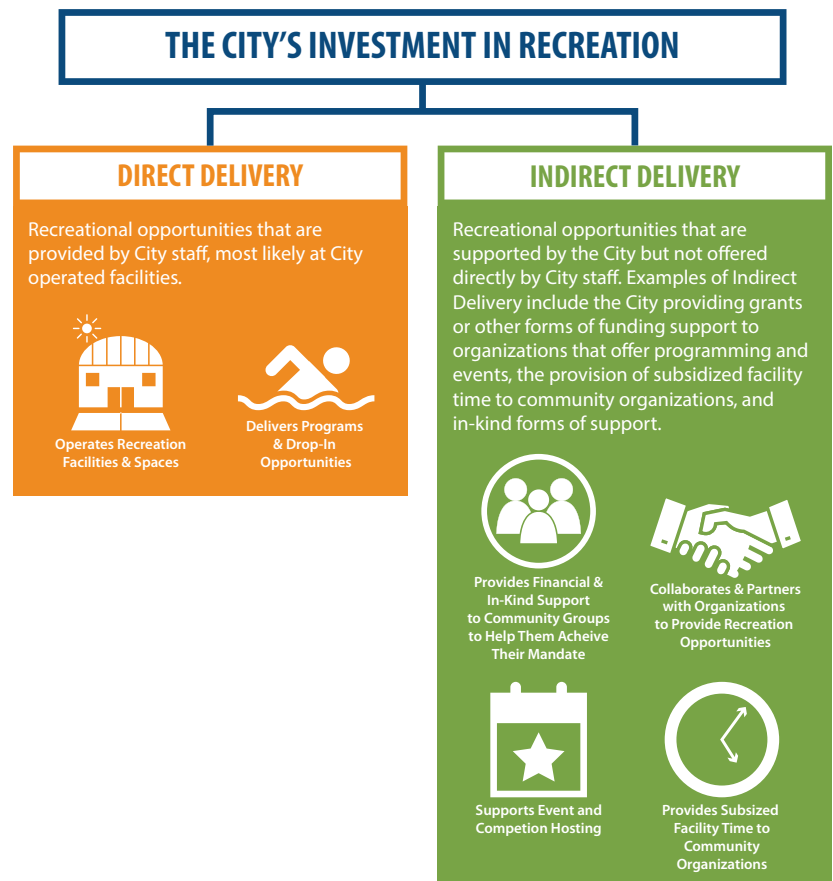
### IN THIS SECTION:

- Overview of the current service delivery approach/structure
- Overview of the City's ongoing investment in recreation
- Summary of recreation infrastructure in Kamloops

## THE CITY'S CURRENT SERVICE DELIVERY APPROACH

The City's Community and Protective Services Department<sup>1</sup> is responsible for the provision of municipal recreation and related opportunities in Kamloops. As illustrated in the adjacent graphic, the City uses a mix of "Direct" and "Indirect" delivery methods to provide recreational opportunities.

<sup>1</sup> In June 2018, the City of Kamloops underwent a reorganization that resulted in Parks and Facilities moving to Civic Operations and Recreation becoming part of Community and Protective Services.



## THE CITY'S INVESTMENT IN RECREATION

The City makes a significant ongoing investment in recreation. As summarized by the following charts, the City currently invests (based on 2018 data) approximately \$4.83 million annually to operate indoor arenas, play fields and stadiums, pools, and the Tournament Capital Centre (including the Canada Games Aquatic Centre). Looking more broadly at recreation and related investment (including parks and culture), the City invests approximately \$400 per capita to provide these opportunities.

### Summary of Annual Operating Investment for Indoor Arenas, Playfields and Stadiums, Pools, and the Tournament Capital Centre (including the Canada Games Aquatic Centre)

	2018	2017	2016	2015
Total expenses	\$10,947,894	\$10,513,302	\$10,545,279	\$9,794,638
Total revenues	\$6,117,487	\$5,733,563	\$6,251,728	\$6,440,860
Subsidy required	\$4,830,407	\$4,767,691	\$4,378,166	\$3,353,778
<b>Cost recovery</b>	<b>56%</b>	<b>55%</b>	<b>59%</b>	<b>66%</b>

### Summary of Overall Community and Protective Services Investment

EXPENDITURE CATEGORY/TYPE	INVESTMENT PER RESIDENT (\$)	% OF TOTAL
Parks	\$130.94	33%
Facilities	\$58.58	15%
Arts, Culture, and Heritage	\$31.81	8%
Arenas	\$26.71	7%
Social and Community Development	\$23.29	6%
Pools	\$17.70	4%
Sandman Centre	\$15.53	4%
Art Gallery	\$14.99	4%
Museum	\$13.21	3%
Health and Sport Development	\$12.70	3%
Sustainability	\$10.50	3%
BC Wildlife Park	\$10.01	3%
Tournament Capital Centre/Canada Games Aquatic Centre	\$9.49	2%
Sagebrush Theatre	\$6.18	2%
School Recreation Facilities	\$5.33	1%
Old Courthouse	\$4.17	1%
Cemeteries	\$3.67	1%
Housing/Homelessness	\$3.42	1%
Other Cultural Centres	\$1.87	0%
<b>Total</b>	<b>\$400.10</b>	<b>100%</b>

# FACILITY INVENTORY SUMMARY

The following charts summarize the current supply of recreation facilities and amenities in Kamloops.

## Indoor Facilities and Spaces

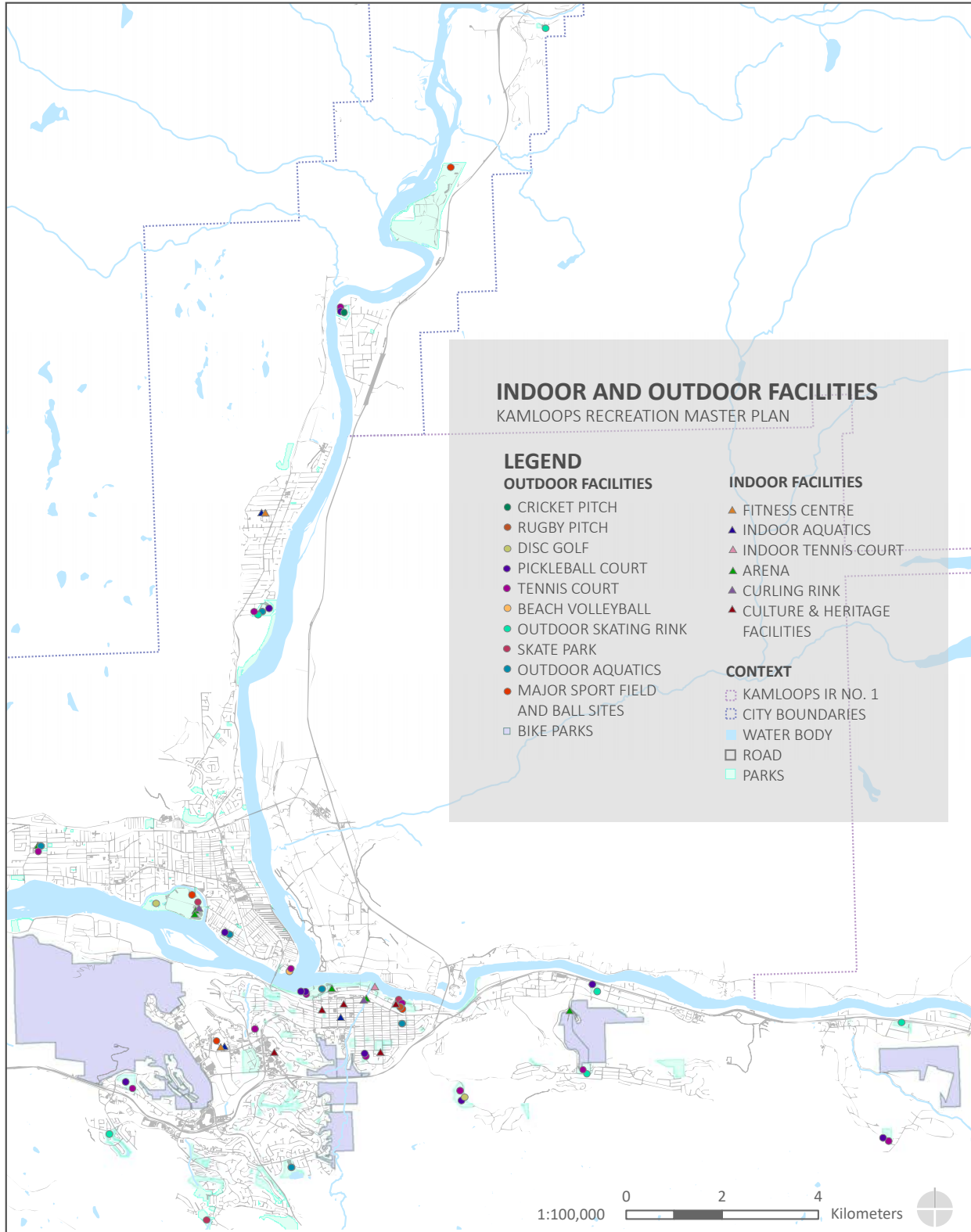
FACILITY TYPE	#	LOCATION
Curling Rinks	2 facilities (14 sheets)	Kamloops Curling Club (8 sheets), McArthur Island Curling Club (6 sheets)
Fitness Centres	2	Tournament Capital Centre, Westsyde Fitness Centre
Indoor Aquatics Facilities	3	Canada Games Aquatic Centre (includes a 50 metre pool), Westsyde Pool, Kamloops YMCA-YWCA Pool
Indoor Ice Arenas	5 facilities (6 sheets)	Brocklehurst Arena, McArthur Island (2), Memorial Arena, Sandman Centre, Valleyview Arena
Indoor Tennis Facilities	1 (8 courts)	Kamloops Tennis Centre (seasonal air-supported dome)
Indoor Walking/Running Tracks	1	Tournament Capital Centre
Museums	2	Firehall Museum, Kamloops Museum & Archives
Public Art Gallery Spaces	1	Kamloops Art Gallery
Performing Arts Spaces	2	Sagebrush Theatre, Pavillion Theatre <i>*A small performance venue also exists at Thompson Rivers University</i>
Indoor Gymnastics	1	Tournament Capital Centre

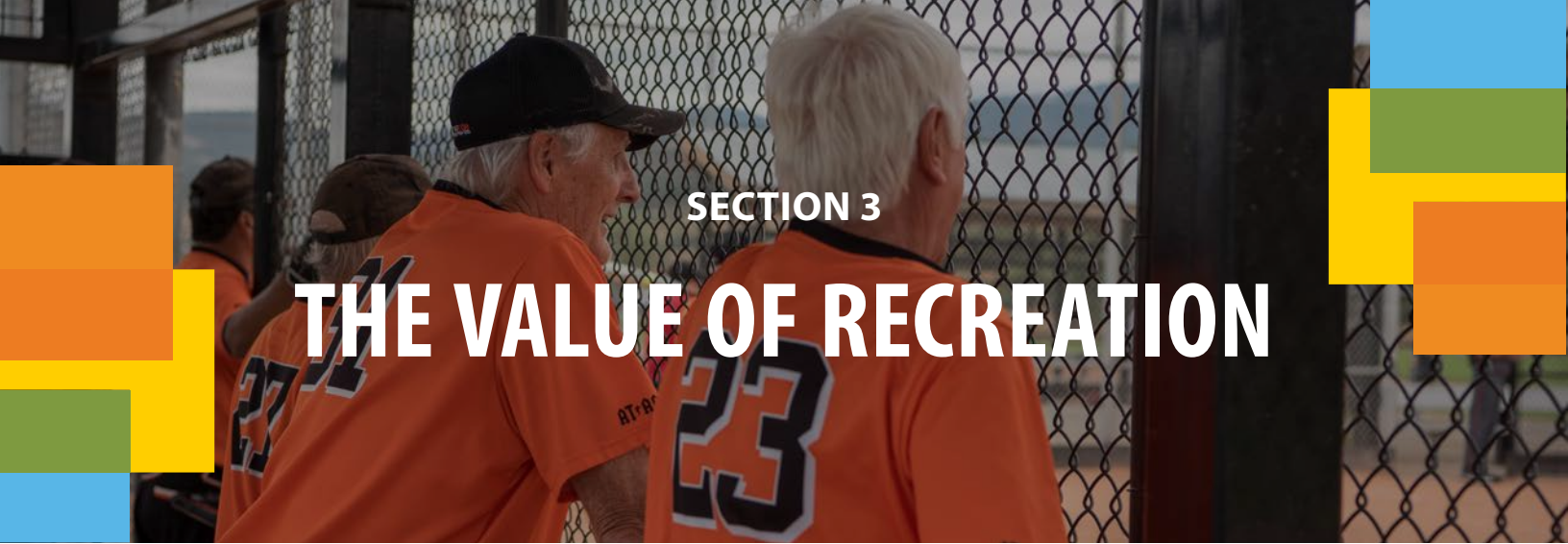
## Outdoor Facilities and Spaces

FACILITY TYPE	#	LOCATION
Artificial Turf Fields	1	Hillside Stadium
Beach Volleyball	8 courts	Overlander Park
Bike Parks	6	Dallas-Barnhartvale Nature Park, Kamloops Bike Ranch, Kenna Cartwright Nature Park, Peterson Creek Nature Park, Sahali Terrace Nature Park, Valleyview Nature Park
Cricket Pitches	1	Rae-Mor Park
Disc Golf	2	Rose Hill Park, McArthur Island Park
Major Sports Field and Ball Diamonds Sites	4	McArthur Island Park (includes Norbrock Stadium), Hillside Stadium (located at the Tournament Capital Centre), Charles Anderson Stadium (located in Exhibition Park), Tournament Capital Ranch
Outdoor Aquatics Facilities	1 Outdoor Pool 4 Splash Parks	Outdoor Pool: Brocklehurst Pool Splash Parks: Westsyde Centennial Park, Albert McGowan Park, Riverside Park, Prince Charles Park <i>*Natural outdoor swimming also occur at the Riverside Beach area</i>
Outdoor Skating Rinks	6	Juniper Park, Len Houghton Park, Pineview Valley Park, Thompson Park, Valleyview Centennial Park, Westsyde Centennial Park
Pickleball Courts	2 dedicated sites (8 dedicated courts)	Dedicated Courts: MacDonald Park (4 courts), Riverside Park (4 courts) Multi-Lined Courts (lines for pickleball and tennis): Riverside Park (4 courts), Cowan Park, Rose Hill Park, Dufferin Park, Todd Hill, Westsyde Centennial Park, Rae-Mor Park, Valleyview Lacrosse Box
Playgrounds	40	Located throughout the city
Rugby Pitches	1	Exhibition Park
Skate parks	4	Exhibition Skate Park, Kamloops Longboard Park, McArthur Island Skate Park, Rae-Mor Park Skate Park
Tennis Courts	12 sites (45 courts)	Brocklehurst Park, Cowan Park, Dufferin Park, Exhibition Park, Juniper Park, McBeth Park, Overlander Park, Rae-Mor Park, Riverside Park, Rose Hill Park, Todd Hill Park, Westsyde Park



The following map further identifies the spatial location and distribution of the recreation facilities and amenities identified in the charts on the previous page. As illustrated by the map, the City's inventory includes a mix of "hub" sites with multiple space types at a single location as well as other stand-alone spaces. The map also reflects that recreation infrastructure in Kamloops is generally well distributed throughout the community.





## SECTION 3

# THE VALUE OF RECREATION

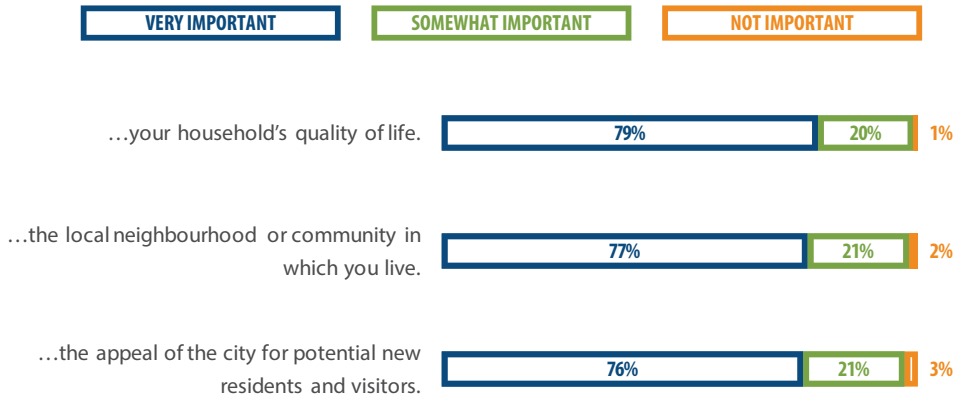
### IN THIS SECTION:

- Local and national research that supports the value and benefits of a public investment in quality recreational opportunities

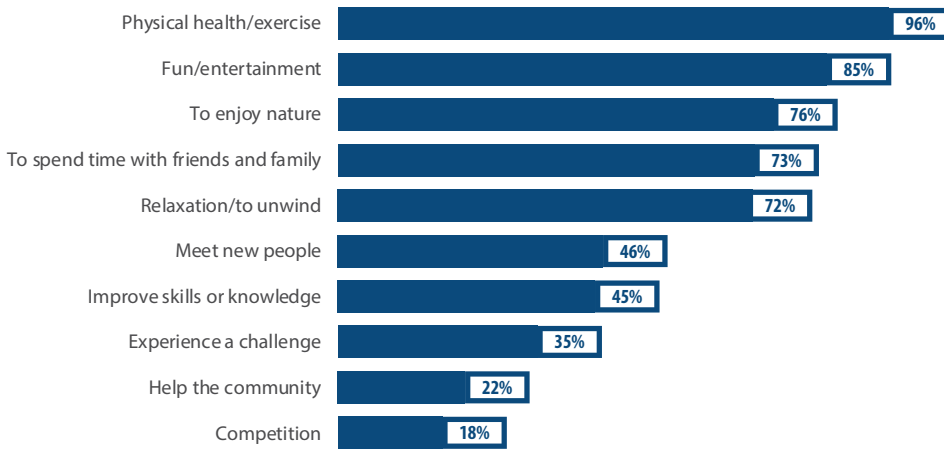
Findings from the Recreation Master Plan engagement confirmed that citizens of Kamloops place a high value on recreation and recognize the importance of these opportunities to their personal and community well-being as well as the overall appeal of the community. Citizens of Kamloops also participate in recreation for a variety of reasons that include social, inter-personal, and physical health/well-being. Residents also generally have high levels of awareness with regards to events, tournaments, and competitions that take place in the community, and recognize the value of event hosting to the economic well-being and appeal of the community.

### Findings from the Recreation Master Plan Resident Survey

Overall, how important are recreation activities to...



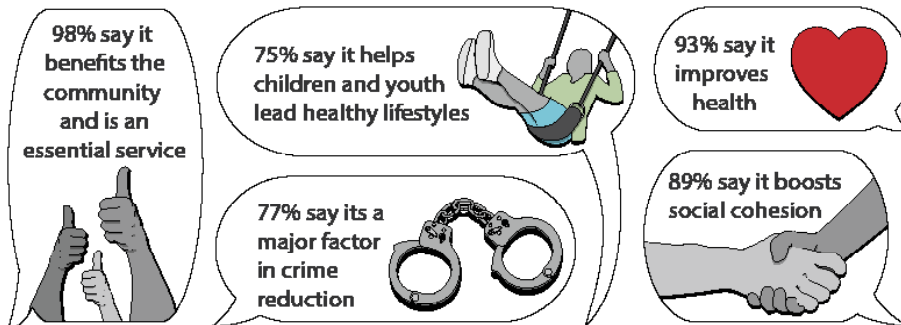
## Main Reasons to Participate



Broader provincial and national research additionally supports the significant and wide ranging benefits of a public investment in recreation. These benefits include improved health, improved perceptions of safety, and more vibrant communities. The vast majority of Canadians (98%) also believe that recreation benefits the community and is an essential service.

*From A Framework for Recreation in Canada 2015: Pathways to Wellbeing*

## What Canadians Say About Parks and Recreation <sup>5</sup>



The National Benefits Hub ([www.benefitshub.ca](http://www.benefitshub.ca)) provides an additional source that further identifies the broad based benefits of recreation as supported by a wealth of academic and sector-based research.



## SECTION 4

# RESEARCH AND ENGAGEMENT—KEY FINDINGS

### IN THIS SECTION:

- Research and Engagement Overview
- Key findings from the State of Recreation Research Summary Report (published under separate cover)
- Preliminary Amenity Rankings

## RESEARCH AND ENGAGEMENT OVERVIEW

Research and engagement was a key aspect of developing the Recreation Master Plan. The research and engagement phase of the Recreation Master Plan helped the project team assess the current state of recreation in Kamloops, including strengths, gaps, and opportunities for enhancement and optimization. To best ensure a comprehensive understanding of recreation in the community, information was gathered using a diverse array of methods, as further identified on the following page.

### THE STATE OF RECREATION RESEARCH SUMMARY REPORT DOCUMENT



This section summarizes the Recreation Master Plan engagement and research methods and key findings. Detailed information on the research and engagement methodology, purpose, and findings can be found in the State of Recreation Research Summary Report Document (published as a separate document).

## Engagement Methods Overview



**Resident Survey**  
(Coded Access)  
1,316 Responses\*



**Resident Survey**  
(Open Access)  
281 Responses



**Stakeholder  
Discussions**  
17 Discussion Sessions  
(56 Organizations Represented)



**Community Group  
Questionnaire**  
50 Responses



**Open Houses**  
2 Events  
(~80 Attendees)



**Let's Talk Kamloops  
Online Engagement**  
815 Site Visits  
(37 Engaged Visitors)

## Research Methods Overview



**Population &  
Demographics**



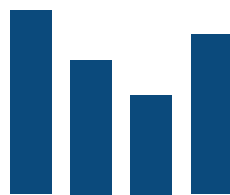
**Inventory &  
Mapping**



**Utilization  
Analysis**



**Trends & Leading  
Practices Review**



**Benchmarking  
Research**  
(comparison to similarly  
sized municipalities)

# SUMMARY OF KEY FINDINGS

\*Please refer to the State of Recreation Research Summary Report document for additional detail and findings.

## RESIDENT SURVEY (CODED SURVEY)<sup>1</sup>



Residents in Kamloops participate in a wide variety of recreation activities.

- The top five indoor activities that residents participate in are: drop-in swimming, fitness training at a gym, fitness classes, social events, and creative arts.
- The top five outdoor activities that residents participate in are: hiking/walking for leisure, community events, gardening, BBQ/picnic/social gathering, and swimming.



Residents place a high value on recreation and recognize the benefits to their individual, household, and family well-being.

- 99% of survey respondents identified that recreation activities are important to their household's quality of life (79% expressed that they are "very important").
- 98% of survey respondents identified that recreation activities are important to their community (77% expressed that they are "very important").



Residents learn about recreational opportunities in a variety of ways.

- The top three ways that survey respondents find out about recreational activities are: word of mouth, the City's Activity Guide, and social media.



Current levels of satisfaction with recreation services are strong.

- 40% of survey respondents were "very satisfied" with the overall state of recreation in the Kamloops area, while 54% were "somewhat satisfied" and only 6% expressed dissatisfaction.



Barriers exist to participation for some residents.

- The top three barriers to recreation participation identified by survey respondents were: inconvenient times/scheduling, a lack of time, and the cost of participating.



47% of survey respondents believed that there is a need for new and/or enhanced recreation facilities to be developed in Kamloops. 39% were unsure and 14% do not believe new and/or enhanced facilities are needed.

- The top three identified indoor priorities were: performing arts facilities, seniors' centres, and aquatics facilities.
- The top three identified outdoor priorities were: natural surface trails, community park spaces, and community trails.



A number of potential programming focus areas were identified by survey respondents.

- When asked specifically about programming priorities, nature/outdoor education was the top programming need for preschoolers, children, and youth, followed by arts and culture.
- Casual recreation opportunities were the highest priority for adults, while fitness and wellness topped the list for older adults.

1 The 1,316 responses to the Coded Survey provided a margin of error of +/-2.7%.

## STAKEHOLDER AND USER GROUP ENGAGEMENT



The majority of user groups expect to experience growth in future years.



Stakeholders and user groups expressed appreciation for the City and its ongoing investment in recreation facilities and opportunities. Numerous benefits were identified as a result of this investment and the Tournament Capital Program.



Facility capacity was commonly identified as a challenge. Some groups identified that more space is needed, while others believed that there are opportunities to adapt how space is allocated to better meet needs.



Stakeholders expressed an interest in future engagement and collaborative opportunities with City staff, especially as new projects and initiatives are being conceived and planned.



In general, most groups expressed a willingness to explore new or expanded partnerships with the City.



Challenges related to volunteer capacity were identified by a number of groups (e.g. volunteer “burn-out”). This area was identified as one that the City could support by working with the Kamloops Sports Council to enhance existing training and support resources.

## OPEN HOUSE AND ONLINE ENGAGEMENT (THROUGH LET'S TALK)



Recreation opportunities are valued and important.



Affordability, accessibility, and inclusion should be key areas of focus.



Recreation is a mechanism that helps build healthy and connected communities.



Sport, recreation, and culture draw visitors to the community and result in economic benefits to the city.



## POPULATION AND DEMOGRAPHICS ANALYSIS



Growth rates in Kamloops have averaged between approximately 1.0% and 1.3% annually over the past decade.



The population distribution by age segment in Kamloops closely mirrors overall provincial averages.



The proportion of low-income households in Kamloops (based on Statistics Canada Low Income Measures – After Tax) varies greatly across the city. The prevalence of residents that meet Low Income Measures (LIM) exceeds 24% in the City Centre and North Kamloops, while many neighbourhoods are under 10% in other areas of the city.



By 2039, the population of Kamloops is anticipated to be 120,000 residents.



## FACILITY UTILIZATION



Overall, ice facility utilization is at 91% of available capacity.

- Prime ice time utilization fills 100% of available capacity.



The nature of use at the Tournament Capital Centre is evolving.

- Annual memberships have decreased while single admissions and “drop-in” use have generally trended upwards.



Overall, sport field and ball diamond use has increased moderately in recent years.

- User group bookings have generally experienced moderate year-to-year increases.
- The City has increasingly used these spaces for programming.



Aquatics utilization continues to trend upwards.

- Overall, swim visits have increased by approximately 15,000 over the past four years.
- The significant majority (80%) of all indoor and outdoor swim visits in Kamloops occur at the Canada Games Aquatic Centre.
- The highest proportion of swim visits occur spontaneously (not as part of a lesson, program, or club).



In 2018 the City provided over 500 recreation and culture programs to nearly 9,000 participants. These programs included:

- 193 fitness classes (~6,000 participants).
- 125 sport programs (~1,200 participants).
- 93 recreation programs (~800 participants).
- 98 arts and cultural programs (663 participants).



The Tournament Capital Program continues to have a significant impact.

- In 2018, the Tournament Capital Program supported a total of 108 events.
- In 2018, the Tournament Capital Program resulted in an estimated \$14,045,805 in direct spending and \$2.8 million in project economic spin-off.

## KEY PROVINCIAL AND NATIONAL TRENDS AND LEADING PRACTICES



### Participation and Activity Preferences

- Increasing demand for spontaneous and unstructured opportunities
- Concern over physical activity and wellness levels, especially among children and youth



### Infrastructure Trends and Leading Practices

- Preference towards multi-use and multi-functional facilities
- Increasing demands for quality of experience (e.g. facility aesthetics, support amenities, variety of opportunities in one location)
- Creating synergies between outdoor and indoor facilities and amenities



### Service Delivery Trends

- Importance of partnerships
- Evolving nature of volunteerism
- Balancing direct and indirect delivery of opportunities
- Alignment with leading practices (e.g. Sport for Life, physical literacy initiatives)
- Focus on sport and cultural tourism



# PRELIMINARY AMENITY RANKINGS

The following charts identify initial amenity rankings based on the engagement findings. These rankings provide one input into the Infrastructure Strategies identified in Section 7, which also account for a number of other important factors such as utilization and capacity, capital and operating cost, and overall public benefit.

## CHART LEGEND

Resident Survey (CODED): Two ✓ ✓ if identified as a priority by >30% of respondents, One ✓ if identified by 20–30% of respondents

Resident Survey (NON-CODED): One ✓ if identified by over 20% of respondents

Stakeholder Discussions: One ✓ if identified as a priority by multiple stakeholders during the discussion sessions.

User Group Questionnaire: One ✓ if identified as a priority by >20% of User Group Survey respondents

## Indoor

	RANK	RESIDENT SURVEY (CODED)	RESIDENT SURVEY (NON-CODED)	STAKEHOLDER DISCUSSIONS	USER GROUP QUESTIONNAIRE
Performing arts facilities (e.g. dedicated theatre space)	1	✓ ✓	✓	✓	✓
Aquatics facilities	2	✓ ✓	✓	✓	
Indoor children’s play spaces	T3	✓ ✓	✓		
Multi-purpose program rooms	T3	✓	✓		✓
Social gathering facilities (e.g. hall type spaces)	T3	✓	✓		✓
Gymnasium spaces/fieldhouse type spaces	T3		✓	✓	✓
Seniors’ centres	T4	✓ ✓			
Arts and crafts spaces (e.g. studios and creative space)	T4	✓	✓		
Youth centres	T4	✓	✓		
Climbing walls	T4	✓	✓		
Ice arenas	T4	✓			✓
Fitness facilities	5	✓			
Curling facilities	6				

## Outdoor

	RANK	RESIDENT SURVEY (CODED)	RESIDENT SURVEY (NON-CODED)	STAKEHOLDER DISCUSSIONS	USER GROUP QUESTIONNAIRE
Natural surface trails (not paved)	1	✓ ✓	✓	✓	✓
Community trails (paved)	2	✓ ✓	✓	✓	
Community park spaces (e.g. playgrounds, sitting areas)	T3	✓ ✓	✓		
Campgrounds	T3	✓ ✓	✓		
Outdoor rinks	T3	✓	✓		✓
Community gardens	T4	✓	✓		
Outdoor aquatics spaces (e.g. pools or splash parks)	T4	✓			
Boat launches/water access areas	T4	✓		✓	
Sports field (premium fields with grass or artificial turf)	T4		✓	✓	
Day use areas	T5	✓			
Pickleball courts	T5			✓	
Outdoor fitness equipment	T6				
Outdoor paved court spaces (e.g. for basketball, ball hockey)	T6				
Sports fields (basic community sports fields)	T6				
Tennis courts	T6				
Ball diamonds	T6				
Skateboard facilities	T6				
BMX facilities	T6				



## SECTION 5

# VISION AND SERVICE DELIVERY GOALS

### IN THIS SECTION:

- A Vision for Recreation Services in Kamloops
- Service Delivery Goals








The Vision and Service Delivery Goals identified in this section provide a philosophical basis for the City's delivery of recreation services. More specifically, the Vision and Service Delivery Goals clearly articulate the core values and principles that will guide service delivery initiatives (including those outlined in this Recreation Master Plan document) and decision making.

## A VISION FOR RECREATION SERVICES IN KAMLOOPS

*Recreation services in Kamloops will continue to support and foster quality of life, vibrancy, inclusivity, and diversity for all residents.*



# SERVICE DELIVERY GOALS

SERVICE DELIVERY GOAL	WHAT DOES THIS MEAN?
 <p><b>Quality</b></p>	<p>The City will continue to provide and support recreational opportunities that are of the highest possible quality and align with leading practices.</p>
 <p><b>Diversity of Opportunities</b></p>	<p>The City will continue to provide and support recreational opportunities that are appealing and beneficial for a multitude of ages, interests, and ability levels.</p>
 <p><b>Inclusiveness</b></p>	<p>Recognizing the significant and broad-based benefits of participating in recreation, the City will continue to focus on ensuring all residents have sufficient opportunities to access programs, activities, and spaces. The City will also work to identify and address barriers (including financial, physical, and social) on an ongoing basis.</p>
 <p><b>Celebrating &amp; Leveraging Success</b></p>	<p>Recreation in Kamloops has a significant legacy of success, which includes the Tournament Capital Program and numerous other initiatives, events, and legacy projects. The City will continue to celebrate these successes and support event hosting opportunities and other initiatives that demonstrate sufficient public benefit.</p>
 <p><b>Sustainability</b></p>	<p>Recreation services and facilities will be planned and managed to achieve long-term social, environmental, and financial sustainability.</p>
 <p><b>Connectedness</b></p>	<p>The City will continue to use recreation as a mechanism that brings residents together and promotes connections with both built and natural environments in Kamloops.</p>
 <p><b>Collaborations</b></p>	<p>Recreation services will be provided in a collaborative manner that leverages the resources and expertise of all stakeholders across multiple sectors and mandates.</p>



## SECTION 6

# SERVICE DELIVERY STRATEGIES

### IN THIS SECTION:

- Eight Service Delivery Strategies

The Service Delivery Strategies outlined in this section have been developed based on the research and engagement and are intended to outline key areas of focus for the City's Community and Protective Services Department over the next 10+ years. Included as part of each Strategy are suggested timing guidelines and implementation tactics (actions). **It is important to note that many of the Service Delivery Strategies reflect existing priorities and initiatives of the City's Community and Protective Services Department and are simply identified to re-embed their importance or enhance these ongoing efforts.**





# STRATEGY #1: PLACE AN EMPHASIS ON ADDRESSING AFFORDABILITY BARRIERS TO PARTICIPATION.

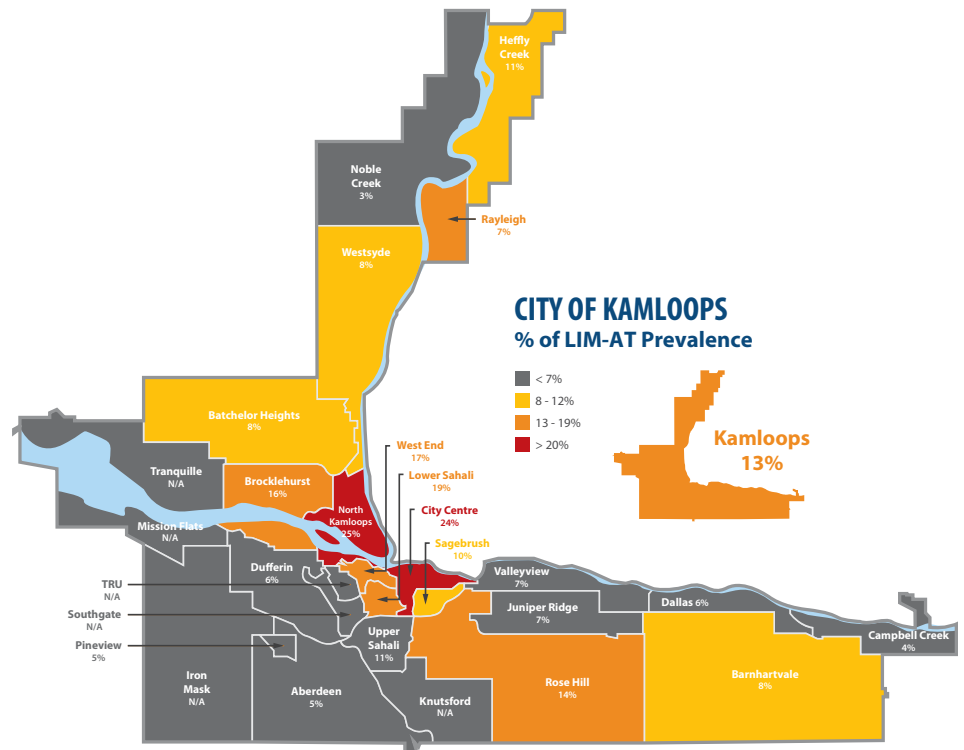
## Service Delivery Goal Alignment:

-   
**Quality**
-   
**Diversity of Opportunities**
-   
**Inclusiveness**
-   
**Celebrating & Leveraging Success**
-   
**Sustainability**
-   
**Connectedness**
-   
**Collaborations**

**Timing:** Ongoing

## Supporting Rationale and Context:

- The Affordable Recreation for Community Health (ARCH) program has, on average, subsidized approximately 7% of total memberships and 2% of total programs. However, 31% of Resident Survey respondents identified the “cost of participating” as a barrier to members of their households participating in recreation.
- Population and demographics analysis reflects that levels of poverty are disparate across the city, with significant rates of low income households (>20% of households) in North Kamloops and a handful of downtown neighbourhoods.
- Philosophically, the City’s Service Delivery Goals suggest that a public investment in recreation should seek to maximize broader community and public benefit and provide sufficient opportunities for all residents.



# STRATEGY #1 (CONTINUED)

## Implementation Tactics:

- Continue to expand promotions and awareness of the Affordable Recreation for Community Health (ARCH) program and consider expanding the eligibility thresholds.
- Implementation of initiatives to address both program cost and transportation barriers. ***\*In September 2019 an affordable transportation initiative (CityPASS) has been launched and will be available in conjunction with the ARCH program (individuals meeting the eligibility criteria are able to obtain a bus pass for \$80 per year with payment plan options also available).***
- Continue working with community partner organizations such as KidSport, JumpStart, and School District No. 73 to further identify opportunities to expand the reach of their programs and affordable recreational opportunities.
- Continue to engage with cross-sectoral organizations and partners to identify specific barriers to accessing recreation and identify solutions to meet these issues.
- Continue to promote the Boogie the Bridge Cultural Fund to support affordable access to arts and cultural program offerings.
- Place an emphasis on targeting new program offerings in neighbourhoods with high levels of financial barriers to participation. These efforts should occur collaboratively with groups and organizations that operate in those neighbourhoods.



# STRATEGY #2: CONTINUE TO WORK AT EXPANDING REGIONAL AND CROSS-SECTORAL PARTNERSHIPS.

## Service Delivery Goal Alignment:



Quality



Diversity of Opportunities



Inclusiveness



Celebrating & Leveraging Success



Sustainability



Connectedness



Collaborations

Timing: Ongoing

## Supporting Rationale and Context:

- Residents of Kamloops access recreation services and opportunities across the region.
- Kamloops is a regional hub for recreation, sport, and culture and serves a diverse array of residents from outlying communities.
- Trends and leading practices support the notion that further enhancing collaborations and partnerships can result in numerous benefits, including: improved efficiency, the ability to leverage and make optimal use of resources, the enhanced ability to target under-served populations, and improved quality and effectiveness of service delivery.
- The engagement undertaken with user groups, cross-sectoral organizations, and regional Indigenous communities (rural and urban) suggests a willingness for increased regional collaboration among recreational partners in the Kamloops area.

## Implementation Tactics:

- Continue to prioritize the development of cross-sectoral partnerships and collaborations at all levels within the Community and Protective Services Department.
- Where possible, leverage the City's resources and expertise to help build increased recreation capacity and knowledge among stakeholders and current or potential partners.
- Proactively collaborate with community organizations to address key issues, including:
  - » Financial barriers to accessing recreation
  - » The provision of recreation in under-served communities
- Continue to develop links between City provided or supported recreation and the education and health care sectors (including Interior Health, public and private educational providers, and post-secondary institutions).

# STRATEGY #3: SUSTAIN THE TOURNAMENT CAPITAL PROGRAM AND, WHERE POSSIBLE, CONTINUE TO LEVERAGE THE SUCCESS OF THE PROGRAM INTO OTHER ACTIVITY AREAS.

## Service Delivery Goal Alignment:



Quality



Diversity of Opportunities



Inclusiveness



Celebrating & Leveraging Success



Sustainability



Connectedness



Collaborations

Timing: Ongoing

## Supporting Rationale and Context:

- The Tournament Capital Program provides an ongoing economic benefit to the city and region (estimated 2018 impact: \$14,045,805 in direct spending, 108 total events, and approximately \$2.8 million in projected economic spinoff from awarded bids).<sup>1</sup>
- The Tournament Capital Program has helped the City leverage capital funds to build a number of major recreational facilities in the community over the past 10–20 years (including the Tournament Capital Centre).
- Stakeholders and user groups generally support the program and recognize its benefits.

## Implementation Tactics:

- Continue to invest in the program.
- Continue to ensure that the program benefits a diversity of event types across sport, recreation, active living, and culture.
- Ensure that clarity of roles exist.
  - » The City's role is foundational by providing facilities, funding, and management of the "Tournament Capital Program" and "Canada's Tournament Capital brands".
  - » Partner organizations are primarily responsible for promotions/marketing, logistics, and volunteer recruitment and coordination.

1 Community and Protective Services Department 2018 Year in Review Report

# STRATEGY #4: IDENTIFY CITY-WIDE OPPORTUNITIES TO ANIMATE AND MAXIMIZE THE USE OF OUTDOOR SPACE FOR A VARIETY OF RECREATIONAL ACTIVITIES.

Service Delivery Goal Alignment:



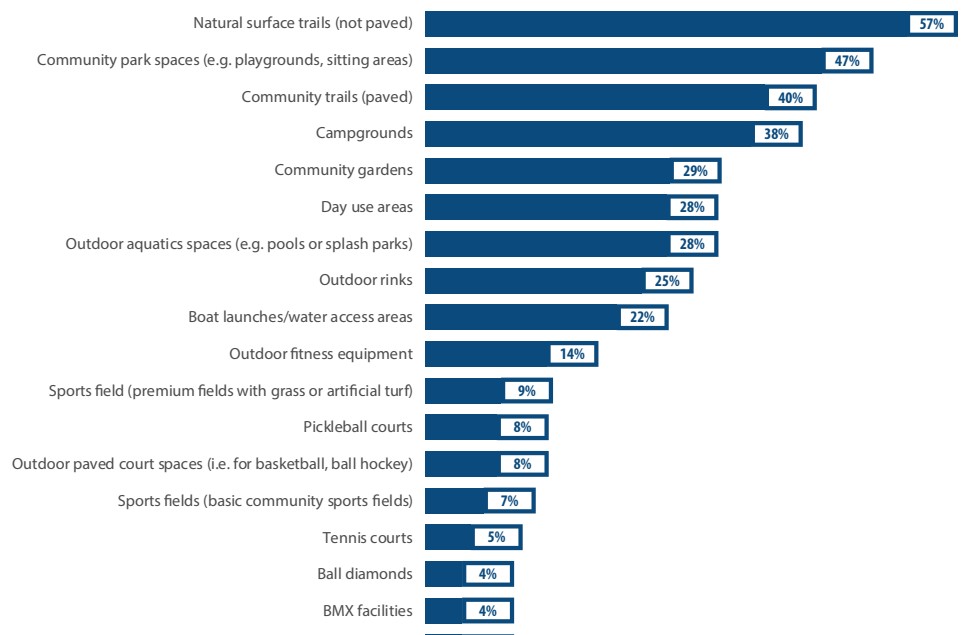
Timing: Ongoing

## Supporting Rationale and Context:

- Related key findings from the Resident Survey included:
  - » Parks, trails, and outdoor space are among the most highly used recreation spaces in Kamloops.
  - » Residents place a high value on outdoor recreation and believe that continued development of these spaces is a priority.
- National and provincial trends support continued demand for spaces that can support spontaneous recreation and connect individuals with nature.

## Outdoor Priorities

(Respondents were asked to select up to 5)



## Implementation Tactics:

- Ensure ongoing collaborations between recreation and parks staff to identify opportunities to maximize the recreational use and animation of parks and trails.
- Continue to encourage City recreation and cultural staff to use parks, trails, and natural space for a variety of programs.
- Explore the opportunity for a pilot project to make basic play equipment available in selected neighborhood park spaces across the City (e.g. cones, balls) with the objective of encouraging spontaneous and “pick up” play.
  - » Continue to explore new and innovative ways to promote outdoor space for passive and active recreational pursuits (e.g. GIS story mapping of spaces, development of a new “activity finder” for mobile and web platforms).
  - » Identify opportunities to further leverage provincial and national initiatives at a local level (e.g. ParticipAction).

# STRATEGY #5: CONTINUE TO PROVIDE RECREATIONAL OPPORTUNITIES THROUGH A COMBINATION OF DIRECT AND INDIRECT SERVICE DELIVERY METHODS.

## Service Delivery Goal Alignment:



Quality



Diversity of Opportunities



Inclusiveness



Celebrating & Leveraging Success



Sustainability



Connectedness



Collaborations

Timing: Ongoing

## Supporting Rationale and Context:

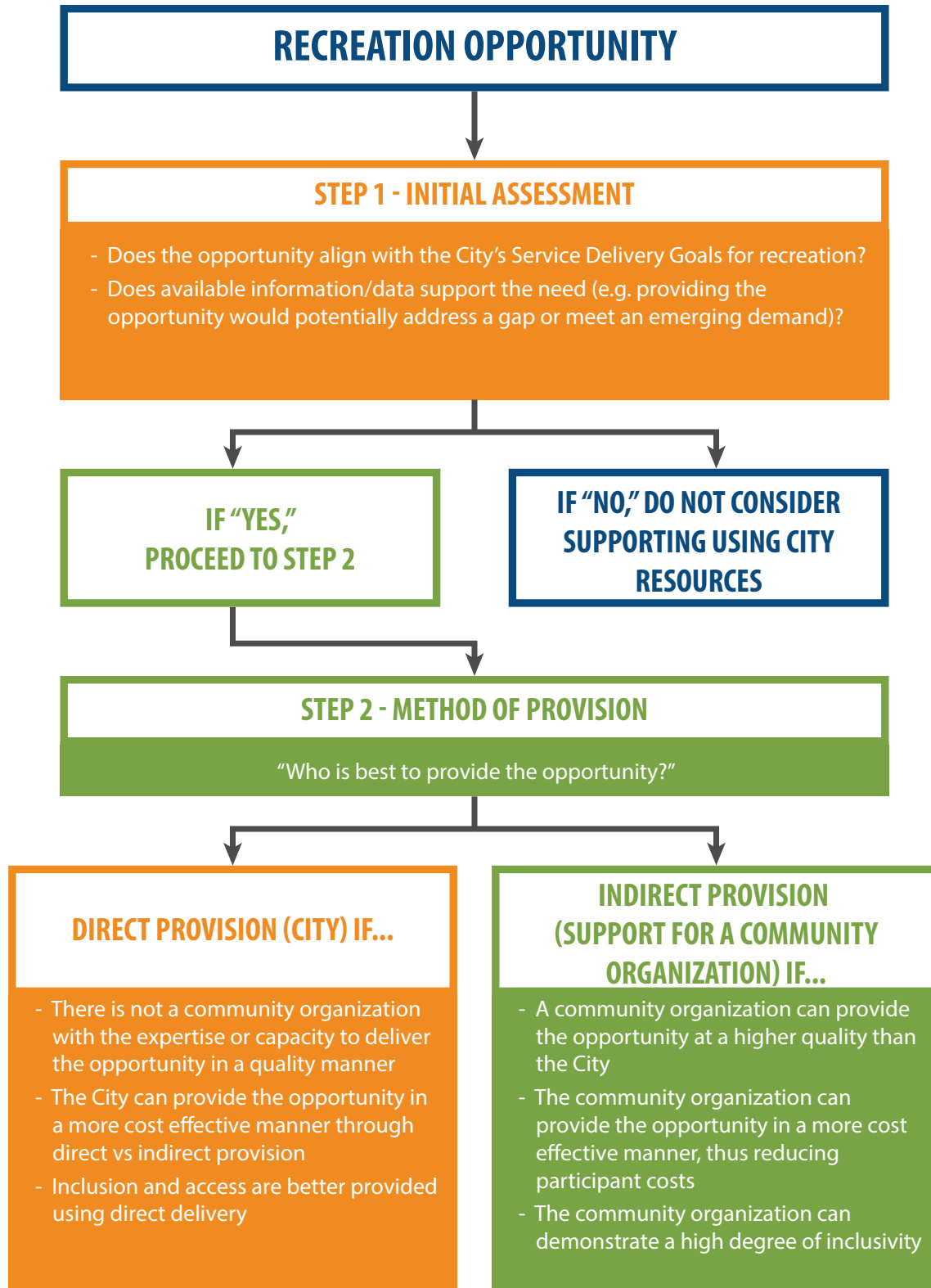
- City-wide satisfaction levels are relatively high, which suggests that the current service delivery model is effective.
- The City operates the majority of recreation space and infrastructure in the community and is well positioned to equitably facilitate access to key facilities and react to gaps and trends that emerge.
- The City's annual investment (subsidy) continues to increase. Sustaining service levels will require the City to balance providing opportunities directly and through partnerships that can help offset costs.
- Kamloops has a diverse array of community organizations. Leveraging their knowledge and further building community group capacity can be a constructive way to provide recreational opportunities in an efficient and highly effective manner.

## Implementation Tactics:

- Develop a decision-making framework to determine which opportunities are best provided directly (by the City), indirectly (by community organizations with support from the City), or left to the private sector. *\*See Example Decision-Making Framework on the following page.*
- Conduct an annual inventory of recreation opportunities in the city to identify gaps and potential areas of over-saturation. Use the findings from this inventory to guide programming decisions.



## Example Decision-Making Framework



*\*City "support" for a recreational opportunity could include one or a combination of providing funding, in-kind support (e.g. training and staff time), and access to subsidized time at City-operated facilities.*

# STRATEGY #6: REVIEW AND REFRESH ALLOCATIONS POLICIES AND PROCEDURES.

## Service Delivery Goal Alignment:



Quality



Diversity of Opportunities



Inclusiveness



Celebrating & Leveraging Success



Sustainability



Connectedness



Collaborations

**Timing:** Short Term (approval and implementation by 2021)

### Supporting Rationale and Context:

- Growth of numerous programs, user groups, and the overall city population will continue to stress available capacity at major facilities.
- Engagement with user groups identified some negative perceptions and issues with how available space is allocated.

### Implementation Tactics:

- Develop a refreshed Allocations Policy in conjunction with a refreshed Recreation Facilities Fees, Charges, and Regulations Bylaw (last updated in 2016).
- Key topics to explore in the development of a refreshed Allocations Policy:
  - » Allocating space based on the greatest possible benefit
  - » Balancing historical “rights” to space with demonstrated need for space
  - » Ensuring that sufficient space is available for new and emerging groups
  - » Ensuring that groups who access publically supported space at City facilities demonstrate alignment with appropriate quality standards of programming (including Sport for Life and the Long-Term Athlete Development guidelines set forth nationally by each sport’s governing body)
  - » Leading practices used by other municipalities

**\*The development of a refreshed Allocations Policy will require input from user groups and other stakeholders.**





# STRATEGY #7: ALIGN RECREATION ENGAGEMENT OPPORTUNITIES WITH THE ENGAGEMENT FRAMEWORK AND NEW ENGAGEMENT TOOLS CREATED BY THE CITY'S COMMUNICATIONS AND COMMUNITY ENGAGEMENT DIVISION.

## Service Delivery Goal Alignment:



Quality



Diversity of Opportunities



Inclusiveness



Celebrating & Leveraging Success



Sustainability



Connectedness

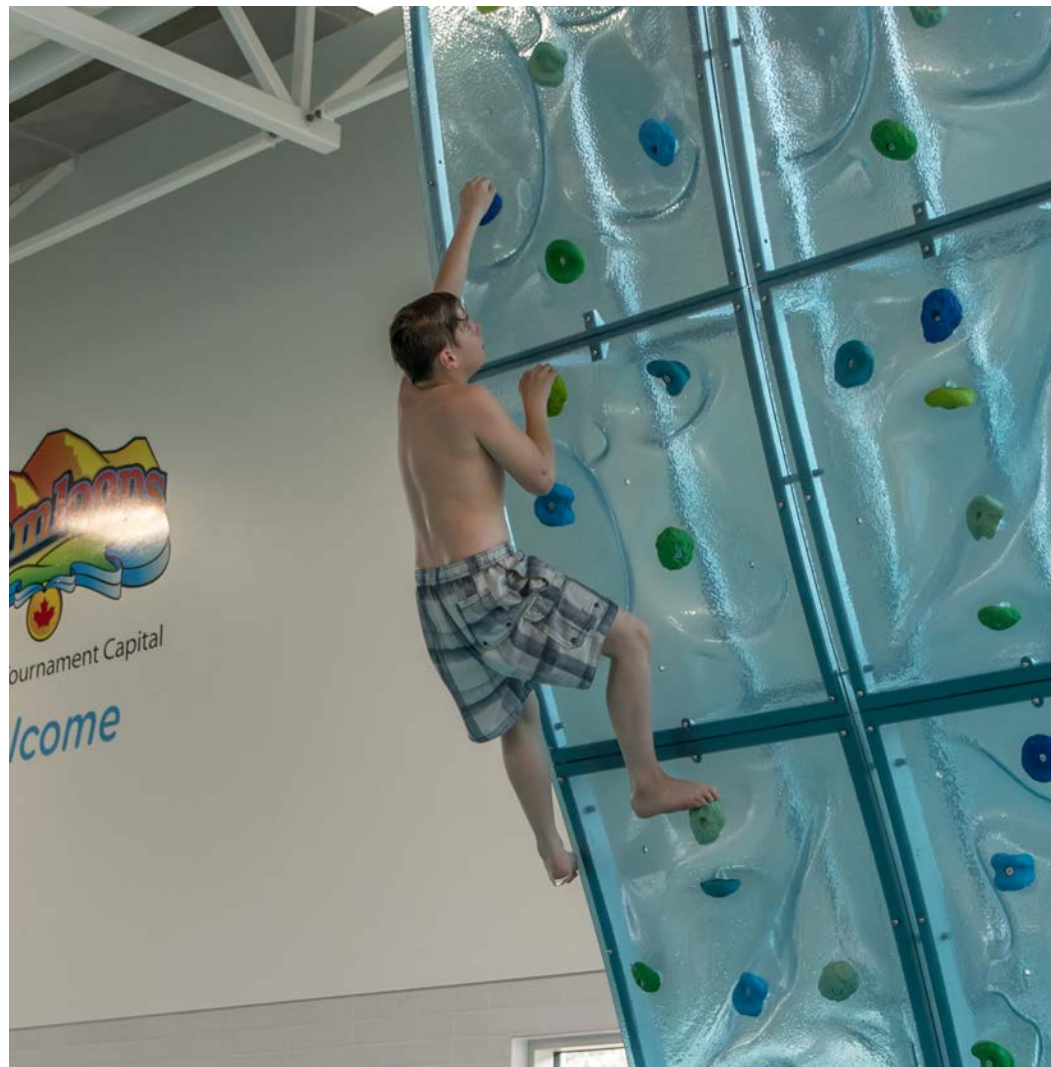


Collaborations

**Timing:** Short Term (approval and implementation by 2021)

## Supporting Rationale and Context:

- A key finding from the stakeholder and user group engagement was a desire for continued interest in opportunities for engagement with the City, especially as new projects and initiatives are being conceived and planned.
- Engagement undertaken as part of the Recreation Master Plan process provides a baseline of data. Replicating aspects of this engagement process can help better identify local trends, benchmark satisfaction levels, and track changes in community needs and space preferences.



# STRATEGY #7 (CONTINUED)

## Implementation Tactics:

Outlined in the following chart are key considerations that should be considered as enhanced engagement protocols and activities are planned:

KEY ENGAGEMENT COMPONENTS	DESCRIPTION & PURPOSE
Capital Project Engagement Process	A clear process that identified when, how, and for what purposes user groups and stakeholders will be engaged as projects are conceived, designed, and commissioned.
Ongoing Community Organization Communication	The Framework should identify formal “touchpoints” with user groups (on an annual or bi-annual basis) and provide a process for how groups can submit issues and inquiries.
Department Reporting	<p>The Community and Protective Services Department currently develops a Year in Review document. It is suggested that a more user-friendly version of this document (or an executive summary of the document) be developed and made widely available for review by facility users, members, and user groups. This document should focus on:</p> <ul style="list-style-type: none"> <li>• Sharing success stories</li> <li>• Providing an update on key projects and initiatives</li> <li>• Identifying future/upcoming opportunities for engagement</li> </ul>
Diverse Use of Engagement Methods	The City should utilize a variety of methods to ensure that all residents are “given voice”. Whenever possible, use mobile engagement. Utilize the City’s new online engagement platform, Let’s Talk Kamloops, to engage with residents and stakeholders.

The City should also initiate a regular process (every 3–5 years) to engage in a more rigorous conversation with the community on topics related to recreation. As previously identified, replicating aspects of the Recreation Master Plan engagement process (e.g. similar resident survey methodology) is likely to provide an opportunity to gather uniform data that can help

# STRATEGY #7 (CONTINUED)

benchmark trends, satisfaction levels, and community space priorities. This information can also be used to update key aspects of this Recreation Master Plan document and inform other upcoming or ongoing recreation planning initiatives.

**The City’s Public Engagement Spectrum of Participation can help to guide these activities. This document identifies and defines various levels of engagement including: informing, consulting, involving, collaborating, and empowering. For each level of engagement, this document outlines the public participation goals, the promise to the public, and sample methods and tactics. Provided on the following pages are the City’s Methods of Engagement overview and Public Engagement Spectrum of Participation, which follows leading practice from the International Association of Public Participation (IAP2).**

## City of Kamloops

### METHODS OF ENGAGEMENT

Open Houses | Information Booth and/or Sessions | Stakeholder Meetings  
Community Meetings | Advisory Meetings/Working Groups | Panels | Charrettes Surveys,  
Polls, Other Research | Council Highlights | Press Releases | Social Media Posts Notices to  
Residents | Notices to Motorists | City Page  
Advertising Posters, Flyers, Other Printed Material | Press Events | Voting  
Corporate Website | Let’s Talk Website

*References: City of Kamloops - Public Engagement Handbook December 2013 (pages 14–15) and the IAP2 Spectrum of Public Participation.*



For more information on the latest engagement initiatives and events, visit

**[LetsTalk.Kamloops.ca](https://www.lets-talk.com)**

# Public\* Engagement—Spectrum of Participation

\*Public refers to audiences being engaged.

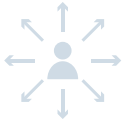
LEVEL OF ENGAGEMENT	PUBLIC* PARTICIPATION GOAL	PROMISE TO THE PUBLIC*	EXAMPLES
<b>INFORM</b>	One-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.	We will keep you informed.	<ul style="list-style-type: none"> <li>• Advising the community of a situation or proposal.</li> <li>• Informing on a decision or direction.</li> <li>• Providing advice on an issue.</li> <li>• No response is required, although people are free to seek a further level of participation.</li> </ul>
<b>CONSULT</b>	Two-way communication designed to obtain public feedback about ideas, including rationale, alternatives, and proposals to aid in decision making.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	<ul style="list-style-type: none"> <li>• Seeking comment on a proposal, action, or issue.</li> <li>• Seeking feedback on a service or facility.</li> <li>• Requiring a response, but limited opportunity for dialogue.</li> <li>• Option for people to seek a further level of participation.</li> </ul>
<b>INVOLVE</b>	Participatory process designed to help identify issues and views to ensure concerns and aspirations are understood and considered prior to decision making.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed, and we will provide feedback on how public input influenced the decision.	<ul style="list-style-type: none"> <li>• Involving the community in discussion and debate.</li> <li>• Ensuring informed input through briefings and information.</li> <li>• Adopting a more personal and innovative approach through in-person contact and meetings/sessions that encourage participation.</li> <li>• Involving stakeholders at different times in the planning process (e.g. keeping them informed and enabling further comment).</li> </ul>
<b>COLLABORATE</b>	Working together to develop understanding of all issues and interests with the intent to work out alternatives and identify preferred solutions.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	<ul style="list-style-type: none"> <li>• Establishing a structure for involvement in decision making (e.g. committee)</li> <li>• Enabling ongoing involvement and keeping informed.</li> <li>• Allocating responsibility in achieving initiatives.</li> </ul>
<b>EMPOWER</b>	Empowering the community to develop solutions and implement them.	We will implement what you decide.	<ul style="list-style-type: none"> <li>• Establishing a process that allows the public to make an informed decision.</li> <li>• Placing the final decision making in the hands of the public through a vote/referendum.</li> </ul>

# STRATEGY #8: INVEST IN DATA COLLECTION AND ANALYSIS.

## Service Delivery Goal Alignment:



Quality



Diversity of Opportunities



Inclusiveness



Celebrating & Leveraging Success



Sustainability



Connectedness



Collaborations

**Timing:** Ongoing

## Supporting Rationale and Context:

- Sufficient utilization and operations data will be required to inform future decision making and analysis. Having the ability to easily collate and analyze data related to memberships, drop-in use, program use, rentals/bookings, revenues, and expenditures will be invaluable when attempting to determine facility demand, capacity, and the impacts of potential new development, retrofit, or expansion.
- The continued growth and evolution of Kamloops will require the City to continually analyze program and activity offerings. Having easy access to bookings and utilization data can support ongoing program planning.

## Implementation Tactics:

- Ensure that sufficient human and technical resources are available.



## SECTION 7

# INFRASTRUCTURE PRINCIPLES AND STRATEGIES

### IN THIS SECTION:

- Infrastructure Principles
- Facility and Amenity Strategies

## OVERALL INFRASTRUCTURE PRINCIPLES

Three overarching principles have been identified to guide the City as it plans for future recreation infrastructure needs.

### Infrastructure Principle #1: Ensure that existing recreation infrastructure is sustained before considering new major capital development.

#### Why is this important?

The City of Kamloops has made a significant investment in recreation and related infrastructure. Before contemplating a new major development project, it is prudent for the City to ensure that key recreation infrastructure is sustained through proper asset management and life-cycle practices. Failure to do so could result in the City building up a deferred maintenance deficit that future resources will not be sufficiently available to address. The end result of this situation is often the need to decommission facilities and/or a loss of functionality that could limit programming and event hosting.



## **Infrastructure Principle #2: Prioritize developing spaces that are multi-functional and able to service a diverse cross-section of ages and interests.**

### **Why is this important?**

Multi-purpose spaces can maximize public benefit, quality of experience, and maximize operational efficiency. These spaces can also better adjust to trends in programming and activity preferences.

## **Infrastructure Principle #3: Ensure that inclusivity and access are highly valued considerations in future recreation infrastructure projects.**

### **Why is this important?**

The City's investment in recreation is focused on maximizing overall public benefit (as articulated in the Service Delivery Goals) by providing residents with accessible and quality healthy living opportunities. As such, future infrastructure projects should align with these values and strive to further enhance the City's ability to provide inclusive and accessibility recreation. Considerations that should be taken into account as capital development occurs include proximity to public transportation, ability of facilities to serve diverse populations, geographic distribution of facilities/spaces across the city, and the cost of accessing the planned amenities in the facility.



# FACILITY AND AMENITY STRATEGIES

The following were identified as suggested facility and amenity strategies for a number of key types of recreation infrastructure. The Facility and Amenity Strategies reflect the ideal approach to future capital investment (new facility development or enhancement) based on the engagement and research inputs and analysis. It is important to reiterate that the Facility and Amenity Strategies do not suggest project prioritization but rather specific needs and approaches for each type of facility or amenity. The Prioritization Model identified in Section 8 should be used to rank and prioritize competing potential capital projects.

## Arts and Cultural Facilities

In June 2019, the Kamloops Centre for the Arts Society formed and appeared before Council as a delegation to advise that it was undertaking the development of a new business Case and membership drive. This initiative’s objective is to ensure that citizens who share an interest in the development of a new performing arts venue in Kamloops have a collective voice. Available data also supports that there is a demand for community-based creative and performing arts programming and that these programs help enhance community vibrancy and connectedness.

**Suggested Approach: The City should revisit the development of a new arts venue and remain engaged in the Kamloops Centre for the Arts Society’s Business Case initiative. The City should also continue to identify opportunities to showcase public art in community spaces and use the arts as an important “place-making” mechanism.**

Image source: sagebrushtheatre.ca



### OVERVIEW

#### Current Supply:

- One dedicated theatre space (Sagebrush Theatre, 685 seats)  
\*Shared with School District No. 73
- Small theatre venue available at Thompson Rivers University
- Variety of community facilities used for performances (primarily churches)
- One museum
- One public art gallery
- One small, privately operated black box theatre (Pavilion Theatre, approximately 165 seats)

#### Current Provision Ratio:

- One theatre for every 90,280 residents

#### Utilization, Demand, and Capacity Indicators:

- Highest-ranked indoor space type in the Preliminary Amenity Rankings (see Section 4).
- Benchmarking suggests a potential deficiency with regard to the availability of a major, multi-faceted arts venue.



## Aquatics Facilities

While the overall quantity of aquatics facilities in the city does not appear deficient based on benchmarking and available utilization data, a review of the typology of aquatics opportunities available suggests the likelihood of a gap. Indoor aquatics activities can be generally categorized into seven overall categories. The following chart identifies the suitability of the three existing indoor aquatics facilities to meet the needs of the seven identified categories.

++++ Optimal ability to meet the identified category of aquatics

+++ Strong ability to meet the identified category of aquatics

++ Moderate ability to meet the identified category of aquatics

+ Minimal ability to meet the identified category of aquatics

No + No ability to meet the identified category or aquatics

SWIMMING TYPE CATEGORIES	CANADA GAMES AQUATIC CENTRE	WESTSYDE POOL	YMCA-YWCA POOL	TOTAL
Recreational Swimming (i.e. play-based swimming for fun)	++	+	+	++++ (4)
Skill Development (e.g. swim lessons primarily, but also other skills taught in a lesson format)	++++	++	++	+++++++ (8)
Fitness Swimming (both lane swimming and water-based fitness classes)	++++	++	++	+++++++ (8)
Sport Training (e.g. aquatic sport club training sessions)	++++	+	+	+++++ (6)
Special Events (e.g. swim meets and other aquatic sport competitions)	++++			++++ (4)
Therapy and Rehabilitation (where those that are injured or frail or have disabilities are active in water (either in a program or individually) because it supports their body weight)	+++	+	+	+++++ (5)
Leadership Training (e.g. Bronze Medallion, Bronze Cross, National Lifesaving Society courses)	++++	+	+	+++++ (6)

### OVERVIEW

#### Current Supply:

- Total indoor facilities (3)
- Total outdoor facilities (1)
- 50 metre competition pools (1)
- Major leisure pool facilities (0)

#### Current Provision Ratio:

- One indoor aquatics facility for every 30,093 residents

#### Utilization, Demand, and Capacity Indicators:

- Second highest ranked indoor space type in the Preliminary Amenity Rankings (see Section 4).
- Overall, swim visits increased by approximately 15,000 from 2014 to 2018. The increase has largely been driven by “public swim” visits.
- The majority (80%) of all indoor and outdoor swim visits in Kamloops occur at the Canada Games Aquatic Centre.
- The highest proportion of swim visits occur spontaneously (not as part of a lesson, program, or club).

1 The utilization data referenced is for the City operated pools and does not include the YMCA-YWCA Pool.

## Aquatics Facilities (Continued)

### Aquatics Opportunities Summary

Based on the analysis of the aquatics opportunities presented in the previous chart, recreational swimming is deemed the most significant aquatics gap in the city. While the Canada Games Aquatic Centre provides some basic leisure amenities, it does not offer a full complement of recreational or play aquatics offerings. Westsyde Pool and YMCA-YWCA Pool, while valuable smaller scale facilities, are limited to serve aquatics needs beyond basic program and fitness use and serve a local market. It is also important to note that the highest proportion of swim visits occur spontaneously (not as part of a lesson, program, or club), with many of these users seeking recreational swimming opportunities.

**Suggested Approach: The City should explore the development of a new aquatics space that focuses on recreation-based aquatics. As a next step, it is recommended that the City initiate an indoor aquatics feasibility study to further explore the following considerations:**

- **Location (e.g. North Shore vs. addition to the Canada Games Aquatic Centre)**
- **Potential inclusion of other amenities (i.e. what value-add opportunities exist to include other recreational amenities and spaces as part of a new pool project?)**
- **Capital and operating costs**
- **Impacts on existing aquatics facilities**



# Indoor Ice Arenas

A review of indoor ice arena utilization data supports that capacity challenges exist during the primary ice season (September 15–March 15). The charts on the following page reflect that:

- Overall utilization of available capacity exceeds 90% during the primary ice season (September 15–March 15).
- “Prime time” utilization of available capacity exceeds 120% during the primary ice season (September 15–March 15).
- To bring “prime time” utilization of available capacity under 95%, at least one incremental sheet of ice will be required.
- To bring “prime time” utilization of available capacity to approximately 85%, at least two incremental sheets of ice will be required.

**Suggested Approach:** The following chart outlines the suggested short-, mid-, and long-term approach for providing indoor ice arenas. \*The Recommended Provision Targets include the Sandman Centre.

TIME FRAME	RECOMMENDED PROVISION TARGETS (TOTAL # OF ICE SHEETS)	RATIONALE
Short Term (0–3 Years)	6 (+ 0 over current)	The City has a number of aging ice arena facilities that will require reinvestment and potential replacement. Although capacity issues are likely to persist, the City will need to ensure sustainability of the existing provision levels before proceeding with the development of incremental ice sheets.
Mid Term (3–7 Years)	7-8 (+ 1–2 over current)	New arena development to address capacity issues.
Long Term (7–12 Years)	8-9 (+ 2–3 over current)	New arena development to address capacity issues.

**As a next step, it is suggested that the City undertake an indoor ice facility analysis study to further explore potential options and approaches for meeting the provision targets identified in the previous chart. This additional planning exercise should focus on:**

- **Clarifying the remaining life span of existing arenas**
- **Identifying a specific action plan for the decommissioning and replacement of existing facilities**
- **Identifying an approach to maximizing the number of multi-sheet venues (i.e. how can the mix of ice arenas in Kamloops be planned to provide more multi-sheet venues as existing arenas require replacement and new arenas are developed?)**
- **The size/scale of new arenas that are required**
- **Potential partnership opportunities and the viability of alternate operational models**

## OVERVIEW

**Current Supply:**

- Total ice sheets (five facilities, six sheets)
- One performance arena venue (Sandman Centre)

**Current Provision Ratio:**

- One ice sheet for every 15,047 residents

**Utilization, Demand, and Capacity Indicators:**

- Tied for the fourth highest ranked indoor space type in the Preliminary Amenity Rankings (see Section 4).
- Available utilization data supports that capacity challenges exist (see below).
- Despite capacity issues, overall hours of booked ice have not increased over the past three years.

## Indoor Ice Arenas (Continued)

\*The following charts reflect the information summarized on the top of the previous page.

### ANALYSIS OF INDOOR ICE UTILIZATION OF CAPACITY

#### 3 Year Trend

	2017/18	2016/17	2015/16
Non-Prime Time Hours Booked	5,947	5,992	5,976
Prime Time Hours Booked	11,479	11,502	11,356
Total Hours Booked	17,426	17,494	17,332
Capacity (Available Hours)	19,044	19,044	19,044
Utilization (% of Capacity)	92%	92%	91%

#### Impact of Adding Incremental Ice to the Inventory

Total Hours of Prime Time Ice Per Sheet	1,918
Prime Time Ice Capacity at five Ice Sheets (Current, excluding the Sandman Centre)	9,590
Current Prime Time Hours Booked (excluding the Sandman Centre)	11,278
Current Prime Time Utilization of Available Capacity (excluding the Sandman Centre)	124%
Hours of Prime Time Ice Capacity at six ice sheets (excluding the Sandman Centre)	11,508
Estimated Prime Time Utilization of Available Capacity at six ice sheets (assuming 5% growth in utilization)	11,842
Percentage of Capacity at six ice sheets (assuming 5% growth in utilization)	103%
Hours of Prime Time Ice Capacity at seven ice sheets (excluding the Sandman Centre)	13,426
Estimated Prime Time Utilization of Available Capacity at seven ice sheets (assuming 5% growth in utilization)	12,434
Estimated Prime Time Utilization of Available Capacity at seven ice sheets (assuming 5% growth in utilization)	93%
Hours of Prime Time Ice Capacity at eight ice sheets (excluding the Sandman Centre)	15,344
Estimated Prime Time Utilization of Available Capacity at eight ice sheets (assuming 5% growth in utilization)	13,056
Estimated Prime Time Utilization of Available Capacity at eight ice sheets (assuming 5% growth in utilization)	85%

\*The analysis uses current City prime time ice bookings definitions, assumes a primary season of September 15–March 15, and excludes the Sandman Centre due to limited availability. A 5% growth factor is also assumed in the analysis and is applied to each subsequent increase in arena provision (e.g. the 5% is applied when going from six to seven ice sheets and then again when going from seven to eight rinks).

## Indoor Dry-Floor/Indoor Field Space

Gymnasium and fieldhouse type spaces are multi-use and can accommodate a variety of structured and spontaneous uses. These spaces are also complementary to a variety of other recreation spaces as they can support adjacent dry-floor training and drive overall facility traffic.

**Suggested Approach:** As Kamloops grows and there continues to be demand for both structured and spontaneous dry-floor space, it is probable that the City will need to expand the provision of gymnasium and fieldhouse space. It is recommended that this occur through two methods:

1. **Short Term - Maintain discussions with School District No. 73 through the Joint Use Committee to ensure community access continues to be secured in school gymnasiums.**
2. **Medium Term - As major recreation facility development or facility retrofits are being considered or planned, assess the viability of including multi-purpose dry-floor/gymnasium space as part of the facility project.**

### OVERVIEW

#### Current Supply:

- Full-sized gymnasium/fieldhouse available at the Canada Games Aquatic Centre.
- School gymnasiums across the city (varying levels of community access and use).
- The Kamloops Youth Soccer Association manages an indoor dome facility with artificial turf.
- Private facility available through Soccer Quest.

#### Utilization, Demand, and Capacity Indicators:

- Gymnasium spaces/fieldhouse type spaces were tied as a third ranked indoor space type in the Preliminary Amenity Rankings (see Section 4)



## Sports Fields and Ball Diamonds

The following chart summarizes bookings hours for sports fields and ball diamonds in the city from 2015 to 2017. While overall booking hours have increased, a couple of notable trends are reflected in available data, including:

- An increase in internal City program bookings at City-owned fields
- A decrease in bookings at School District No. 73 fields, largely attributed to a reduction in bookings by youth soccer
- An increase in minor ball bookings at City fields

CITY FIELDS				
Field Type	2018	2017	2016	2015
<b>Rectangular Fields - Total Hours</b>	<b>11,582</b>	<b>12,281</b>	<b>11,225</b>	<b>11,463</b>
KYSA (youth soccer)	5,171	5,115	5,027	5,019
Non-KYSA	6,411	7,166	6,198	6,444
<b>Ball Diamonds - Total Hours</b>	<b>12,953</b>	<b>13,050</b>	<b>12,056</b>	<b>10,543</b>
KMBA (minor baseball)	5,123	5,449	4,873	4,041
Non-KMBA	7,830	7,601	7,183	6,502

SCHOOL DISTRICT NO. 73 FIELDS				
Field Type	2018	2017	2016	2015
<b>Rectangular Fields - Total Hours</b>	<b>1,807</b>	<b>2,346</b>	<b>2,643</b>	<b>2,643</b>
KYSA	1,269	1,770	2,063	2,073
Non-KYSA (youth soccer)	538	576	580	570
<b>Ball Diamonds - Total Hours</b>	<b>779</b>	<b>908</b>	<b>1,057</b>	<b>945</b>
KMBA (minor baseball)	0	0	0	0
Non-KMBA	779	908	1,057	945

STADIUMS				
Field Type	2018	2017	2016	2015
<b>Hillside Stadium, Artificial Turf - total hours</b>	<b>1,590</b>	<b>1,730</b>	<b>1,969</b>	<b>2,075</b>
TRU Varsity	809	883	671	578
Non-TRU Varsity	781	847	1,298	1,497
Norbrock Stadium (baseball)	908	932	888	685

The Recreation Master Plan engagement revealed a preference for quality over quantity in the provision of sports fields and ball diamonds. It is also important to note that a number of external factors are likely to impact needs for City provided sports fields (e.g. private sector provision of indoor and outdoor fields).

### OVERVIEW

#### Current Supply:

- Four major outdoor sports field and ball diamond sites (McArthur Island Park, Tournament Capital Centre, Charles Anderson Stadium, Tournament Capital Ranch)
- Standalone and community fields and diamonds located across the city.
- One artificial turf field (Hillside Stadium)

#### Current Provision Ratio:

- Four major outdoor sports field and diamond sites for every 22,570
- One artificial turf field for every 90,280 residents

#### Utilization, Demand, and Capacity Indicators:

- Premium sports fields were tied as a fourth ranked indoor space type in the Preliminary Amenity Rankings (see Section 4).
- Basic sports fields and ball diamonds were tied as a sixth ranked indoor space types in the Preliminary Amenity Rankings (see Section 4).
- Overall sports field and ball diamond bookings have experienced moderate levels of growth.
- Benchmarking suggests that artificial turf fields may be deficient compared to similarly sized municipalities.

**Suggested Approach:** Continue to monitor trends and utilization levels. While the City's inventory of sports fields and ball diamonds should include a spectrum of space types, preference should be given to quality over quantity with a focus on multi-field and multi-diamond sites with sufficient on-site support amenities. Opportunities to optimize the use of existing fields by increasing capacity, functionality, and user experience should also be explored. These opportunities could include retrofitting fields from natural to artificial surfaces and providing enhanced amenities (e.g. lighting, washrooms, change facilities).

The City should also continue to monitor trends and local participation levels for emerging activities such as cricket. If the need for cricket fields/pitches (or other types of specialty outdoor space) can be adequately demonstrated, it is suggested that the City further explore the potential viability and options for developing these spaces. The Project Evaluation Framework outlined in Section 8 identifies a recommended process that the City and potential community organizations should follow when evaluating need and feasibility.

*\*Please refer to Appendix A for best practices pertaining to specialty outdoor facilities and spaces.*



## Curling Facilities

Aging curling infrastructure, operating costs, and the uncertainty of participation trends within the sport may challenge the community to sustain two curling facilities in the medium to long-term. A trend in many similarly sized communities is to consolidate curling into one facility in order to capitalize on operational synergies and economies of scale and to provide a better facility experience (i.e. larger facility with better amenities).

**Suggested Approach:** The City should support the operations of two curling clubs for as long as they demonstrate financial viability. However, if significant facility reinvestment or replacement is required in the future, or operational challenges threaten sustainability, the City should facilitate discussions between the two existing clubs to explore the future infrastructure needs of curling in the community. Should this situation come to fruition, the City should also explore repurposing opportunities to address other dry-floor and community space needs.

### OVERVIEW

#### Current Supply:

- Two facilities and fourteen ice sheets

#### Current Provision Ratio:

- One ice sheet for every 6,449

#### Utilization, Demand, and Capacity Indicators:

- Benchmarking suggests that there may be an oversupply of curling infrastructure relative to other similar cities.
- Curling remains a popular pastime; however, participation trends are inconsistent provincially and nationally.





## Additional Facility and Amenity Strategies

The City will also need to continually monitor and explore needs for a variety of other types of recreational facilities and amenities. The following chart identifies a number of these spaces and potential considerations that may warrant further investigation.

FACILITY/AMENITY TYPE	POTENTIAL CONSIDERATIONS
Play Spaces	<ul style="list-style-type: none"> <li>• Explore the demand and viability of including indoor play spaces as new facilities are planned (e.g. new aquatics facility, arenas).</li> <li>• Ensure adequate provision and diversity if outdoor play opportunities for children and youth of all ages.</li> </ul>
Parks and Trails	<ul style="list-style-type: none"> <li>• Align with the Parks Master Plan.</li> <li>• As recommended in Service Delivery Strategy #6, continue to collaborate across City departments and with stakeholders to animate and maximize the use of outdoor space for recreation.</li> <li>• As new development occurs, identify opportunities to integrate indoor and outdoor recreation spaces.</li> </ul>
Creative Arts Spaces	<ul style="list-style-type: none"> <li>• Continue to monitor trends and the supply of available opportunities.</li> <li>• Explore opportunities to include art creation spaces in potential new facility projects (e.g. performance theatre venue, outdoor space).</li> </ul>
Fitness Spaces	<ul style="list-style-type: none"> <li>• Explore the demand, viability, and benefits (e.g. opportunity to improve cost recovery, meet community needs) of including fitness spaces in new or expanded recreation facilities (e.g. new aquatics facility, arenas).</li> </ul>
Specialty Indoor Spaces (e.g. youth centres and seniors' centres)	<ul style="list-style-type: none"> <li>• Continue to monitor trends.</li> <li>• Identify opportunities to meet youth and older adult program needs in new or expanded facilities.</li> <li>• Consider developing a youth strategy and older adults strategy to further explore needs, leading practices, and trends.</li> </ul>
Specialty Outdoor Spaces	<ul style="list-style-type: none"> <li>• Align with the Parks Master Plan.</li> <li>• Continue to monitor trends.</li> <li>• As new development occurs, identify opportunities to integrate indoor and outdoor recreation spaces and consider the inclusion of new and unique spaces.</li> </ul>
Outdoor Court Spaces	<ul style="list-style-type: none"> <li>• Closely monitor tennis and pickleball court utilization.</li> <li>• If warranted by utilization indicators and ongoing engagement with user groups, consider undertaking a study to further explore potential need and options. <b><i>*Please refer to Appendix A for best practices pertaining to pickleball court design and site identification.</i></b></li> </ul>
Indoor Court Spaces	<ul style="list-style-type: none"> <li>• Work with the squash community to identify a future strategy for the sport in Kamloops.</li> <li>• Consider undertaking a Needs Assessment for indoor court space in Kamloops. If space need can be sufficiently demonstrated, feasibility analysis should then be undertaken to further explore costs, viability, and potential options. <b><i>*As per the Project Evaluation Framework outlined in Section 8</i></b></li> </ul>

## SECTION 8

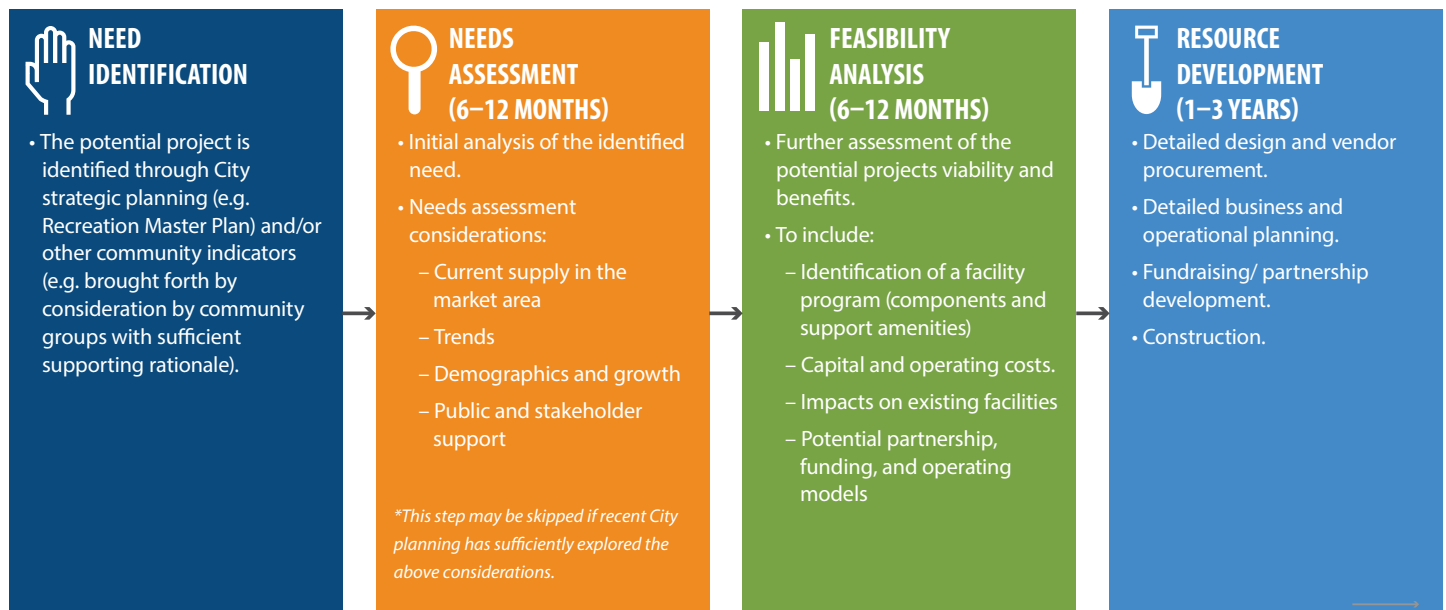
# PROJECT PRIORITIZATION AND EVALUATION TOOLS

### IN THIS SECTION:

- Project Evaluation Framework
- Project Prioritization Model

## PROJECT EVALUATION FRAMEWORK

The following graphic illustrates a recommended Project Evaluation Framework. This Framework should be used by the City when evaluating investment in major capital projects, including the Facility and Amenity Strategies identified in Section 7. Utilizing this Framework will help ensure that decision making occurs in a manner that is data driven and transparent.



# PROJECT PRIORITIZATION MODEL

A Project Prioritization Model has been developed to support the ranking and prioritization of potential projects, including those identified in the Facility and Amenity Strategies provided in Section 7. The Model has been developed based on a number of important criteria, including community demand, financial considerations, and a variety of benefit considerations (e.g. public, user group, economic).

CRITERIA	SCORING	WEIGHTING
Community Demand (based on the Preliminary Infrastructure Priority ranking identified in Section 4)	<p>3 pts: identified as #1–2 Preliminary Infrastructure Priority</p> <p>2 pts: identified as a #3 Preliminary Infrastructure Priority</p> <p>1 pt: identified as a #4–5 Preliminary Infrastructure Priority</p> <p>0 pts: identified as a #6–7 Preliminary Infrastructure Priority</p>	4
Funding Opportunities	<p>3 pts: a partnership or funding opportunity is available that will cover more than 50% of the capital cost of the project</p> <p>2 pts: a partnership or funding opportunity is available that will cover 25% to 50% of the capital cost of the project</p> <p>1 pt: a partnership or funding opportunity is available that will cover 5% to 25% of the capital cost of project</p> <p>0 pts: a partnership or funding opportunity is not available or only anticipated to cover up to 5% of the capital cost of the project</p>	3
Utilization and Capacity Indicators	<p>3 pts: available data suggests that significant capacity issues exist</p> <p>2 pts: available data suggests that moderate capacity issues exist</p> <p>1 pt: available data suggests that minimal or capacity issues exist</p> <p>0 pts: available data suggests that there is an oversupply of capacity</p>	2
Recreation Benefit	<p>3 pts: the project would provide a completely new recreation opportunity in the Kamloops area</p> <p>2 pts: the project would significantly enhance the provision a recreation opportunity that already exists in the Kamloops area</p> <p>1 pt: the project would moderately enhance a recreation opportunity that already exists in the Kamloops area</p> <p>0 pts: the project would duplicate an existing recreational opportunity and/or create an oversupply</p>	2
Accessibility	<p>3 pts: the facility or space will be available at no cost with high levels of availability for public use</p> <p>2 pts: the facility or space will require a minimal cost with high levels of availability for public use</p> <p>1 pt: access to the facility will be primarily through an organized group that has programs in place to address financial barriers</p> <p>0 pts: access to the facility will require a significant financial cost and/or public access will be limited</p>	2

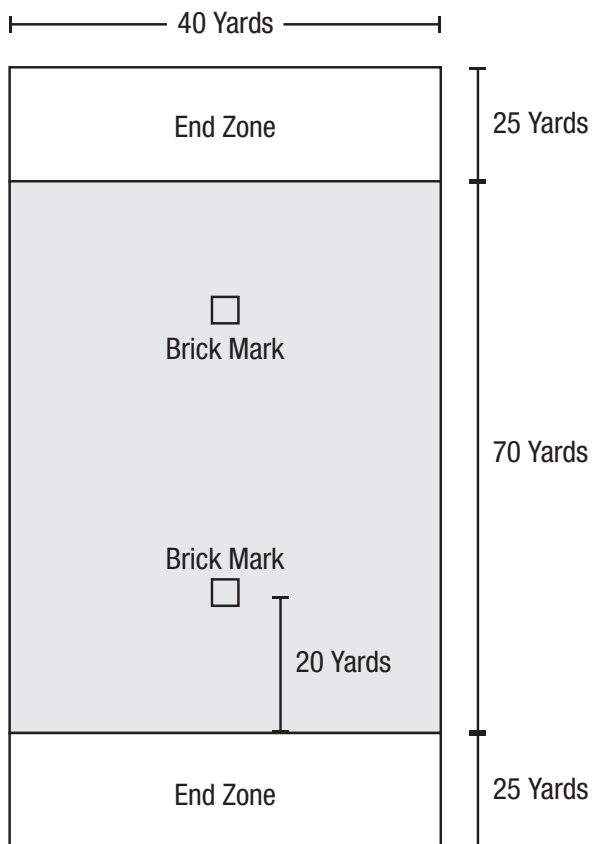
CRITERIA	SCORING	WEIGHTING
Capital Cost Impact	<p>3 pts: the capital cost to the City of developing the facility or amenity is LOW (&lt; \$1 million)</p> <p>2 pts: the capital cost to the City of developing the facility or amenity is LOW/MEDIUM (estimated at \$1 million–\$5 million)</p> <p>1 pt: the capital cost to the City of developing the facility or amenity is MEDIUM (estimated at \$5 million–\$20 million)</p> <p>0 pts: the capital cost to the City of developing the facility or amenity is HIGH (estimated at &gt; \$20 million)</p>	2
Operating Cost Impact	<p>3 pts: the facility or amenity will have no incremental ongoing operating cost</p> <p>2 pts: the facility or amenity will have a minimal ongoing operating cost (&lt;\$100,000 annually)</p> <p>1 pt: the facility or amenity will have a moderate ongoing operating cost (\$100,000 - \$250,000 annually)</p> <p>0 pts: the facility or amenity will have a significant ongoing operating cost (&gt;\$250,000 annually)</p>	2
Economic Benefits	<p>3 pts: the facility or amenity will draw significant levels of non-local spending to Kamloops</p> <p>2 pts: the facility or amenity will draw moderate levels of non-local spending to Kamloops</p> <p>1 pts: the facility or amenity will draw minimal levels of non-local spending to Kamloops</p> <p>0 pts: the facility or amenity is unlikely to draw any measurable levels of non-local spending to Kamloops</p>	2



# OUTDOOR SPECIALTY SPACES – DESIGN AND DEVELOPMENT BEST PRACTICES

## ULTIMATE FRISBEE

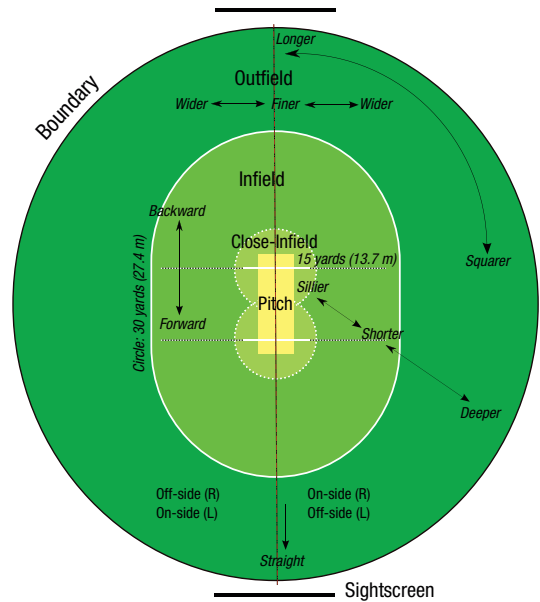
The ultimate frisbee field is rectangular with zones at each end. A regulation field is 70 yards by 40 yards, with end zones 25 yards deep. In most communities, standard rectangular soccer fields or ball diamonds are adapted to meet ultimate frisbee needs. However, in recent years a handful of communities (e.g. Lethbridge, AB) have undertaken the development of ultimate frisbee “hub” sites that include multiple, dedicated fields that enable larger tournaments and better accommodate league play.



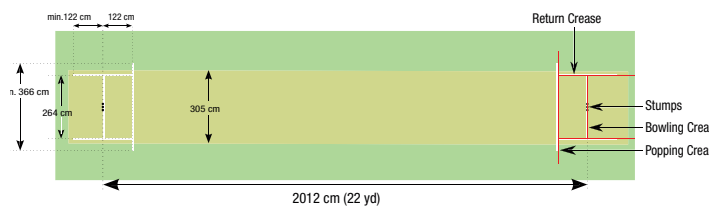
The Ultimate field.  
<http://ultimatefrisbeehq.com/rules-of-ultimate/>

## CRICKET

Similar to baseball diamonds, there is not a standard dimension for the outfield of cricket pitches. Usually oval, the outfield diameter typically ranges from 137 m to 150 m. The infield and pitch have standard dimensions as shown here. The duration of cricket matches and social aspect of the sport lend well to sites that have sufficient support amenities such as washrooms, change facilities, parking, and day use areas.



A standard cricket ground.  
[https://en.wikipedia.org/wiki/Cricket\\_field#/media/File:Cricket\\_field\\_parts.svg](https://en.wikipedia.org/wiki/Cricket_field#/media/File:Cricket_field_parts.svg)



Cricket pitch dimensions.  
[https://en.wikipedia.org/wiki/Cricket\\_field#/media/File:Cricket\\_pitch.svg](https://en.wikipedia.org/wiki/Cricket_field#/media/File:Cricket_pitch.svg)

# PICKLEBALL

An official pickleball net is 20 feet wide (6.10 m) and 44 feet long (13.41 m). Eight courts are typically considered the minimum for tournament hosting with 12 or more courts being ideal should a community wish to attract larger-scale pickleball events. Providing larger “hub” pickleball facilities is also viewed as advantageous as it enables participants to match up against individuals with similar skill levels and makes the best use of support amenities. The noise from pickleball is another consideration that should be taken into account. Many communities have decided to site pickleball courts in larger sports parks or urban park spaces to mitigate noise issues.

**THE GROWTH OF PICKLEBALL INFRASTRUCTURE**

Over the past five years, the number of pickleball courts in Canada has increased significantly, from approximately 300 in 2014 to over 2,500 by the end of 2017.



USAPA  
<https://www.usapa.org/court-diagram/>



## APPENDIX B

# DRAFT MASTER PLAN REVIEW FEEDBACK

## OVERVIEW

The Draft Recreation Master Plan was shared with the public at open house events on October 2 and 3, 2019. Attendees at the open house events were able to view panels that provided a summary of findings from the research and engagement and the key Master Plan content (Vision and Service Delivery Goals, Service Delivery Strategies, Infrastructure Principles and Strategies, and Project Prioritization and Evaluation Tools). A feedback form was available, and members of the project team were on hand to answer questions. The open house materials, an online version of the feedback form, and the entire Draft Recreation Master Plan document were also available through the LetsTalk Kamloops website.

## FEEDBACK SUMMARY

In total, 48 feedback forms were completed (30 paper copies of the feedback form were completed at the open house events, and 18 submissions were provided online through the LetsTalk Kamloops website). The feedback provided is summarized as follows.

### *Summary of Comments on the Vision and Service Delivery Goals*

- 13 comments in agreement
- 7 comments in disagreement and/or suggesting changes
- Unrelated comments to the Vision and Service Delivery Goals
  - » 7 comments on squash
  - » 3 general comments on other recreation topics
  - » 2 comments on cricket
  - » 1 comment on aquatics

### *Summary of Comments on the Service Delivery Strategies*

- 4 comments in agreement
- 8 comments in disagreement and/or suggesting changes
- 5 comments with general commentary on the Service Delivery Strategies (nothing specific)
- Unrelated comments to the Service Delivery Strategies
  - » 5 comments on squash
  - » 2 comments on cricket
  - » 1 comment on aquatics

### *Summary of Comments on the Infrastructure Principles and Strategies*

- 7 comments in agreement
- 5 comments in disagreement and/or suggesting changes
- 7 comments with general commentary on the principles or strategies
- 16 comments regarding the need for squash facilities
- 4 comments regarding the need for new or expanded aquatics facilities
- 3 comments on the need for cricket pitches
- 2 comments on the growth of pickleball

### *Themes from the General Comments Space on the Feedback Form*

- The City needs to help provide space for emerging groups or those that are without sufficient space (e.g. cricket, squash)
- Concerns over taxes and the impact of new investment
- Comments on the lack of detail provided about the Master Plan recommendations or the project scope (e.g. inclusion of arts and culture)







