



Recreation MASTER PLAN

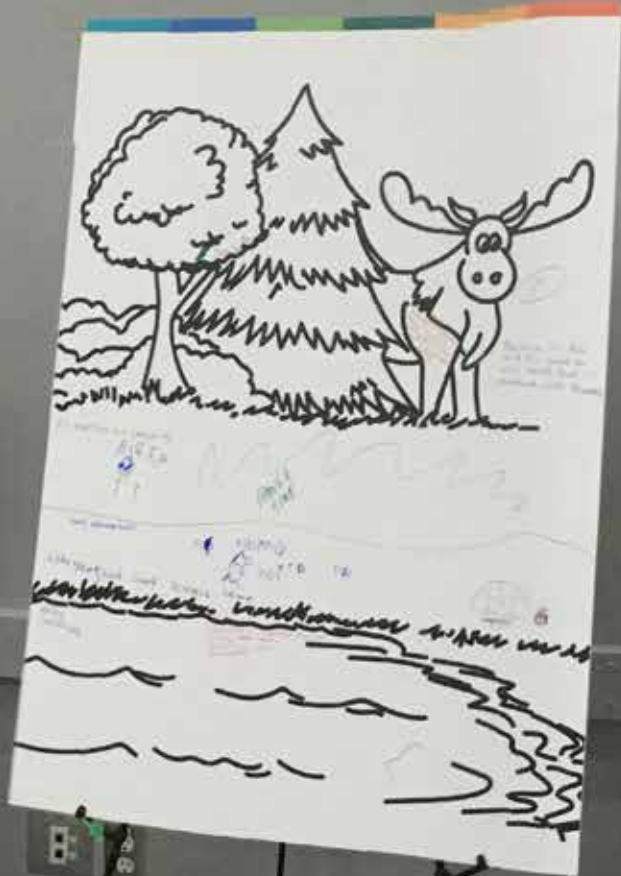
GREATER VERNON

Recreation Master Plan

October 9, 2018

Final







Acknowledgements

This Recreation Master Plan will help guide Greater Vernon Recreation Services in the provision of recreation space and opportunities for years to come. It has been built upon the input and engagement of the citizens of Greater Vernon and under the guidance of decision makers from throughout the Greater Vernon area.

The general public, as well as a number of community stakeholders and partners, were involved throughout the development of this Master Plan. Greater Vernon Recreation Services respects and values the efforts of everyone who participated in the process.

Greater Vernon Recreation Services would like to thank residents of the City of Vernon, District of Coldstream, the Regional District of North Okanagan Areas B and C for completing surveys and attending public meetings.

Thanks also to local community groups and organizations for providing input at in-person interviews and through questionnaires.

Thanks to members of the Greater Vernon Advisory Committee, the elected officials from the City of Vernon, the District of Coldstream and Electoral Areas B & C for offering their time and opinions, on behalf of their respective organizations, participating in meetings and providing strategic input.

Thanks to the project team, including all Greater Vernon Recreation Services staff and administrators as well as the consulting team, for compiling, analyzing, and addressing issues and considerations related to recreation in the community both today and into the future.





Summary

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing. Some of our happiest and most valued experiences happen with friends and family members while participating in recreation. Recreation facilities are places where we improve our personal health and wellbeing, where we meet our neighbours, and where we demonstrate pride in our community and region.

In the Greater Vernon area, much of the indoor recreation opportunities available to residents and visitors are offered by Greater Vernon Recreation Services through the support of the Greater Vernon Advisory Committee. Realizing the value of these services to the area and understanding that prudent strategic planning will enhance the value and benefit of recreation throughout the Greater Vernon area, Greater Vernon Recreation Services has developed this Recreation Master Plan to help guide decision making and action over the next fifteen (15) years and beyond.

This Recreation Master Plan has been formulated based on the current market context in the Greater Vernon area. This context is explained through two companion background documents: the Current State Report and the What We Heard Report. These two documents set the planning context and capture relevant information when contemplating the future of recreation facilities and spaces in the area. They are summarized herein, and can be found in their entirety under separate cover.

It is based upon the research and input outlined that the philosophical foundations and associated recommendations have been developed. The Plan is founded in the following vision and intended outcomes. All actions of Greater Vernon Recreation Services, decisions related to the future of recreation, and the recommendations outlined in this Master Plan root back to this rationale for investment in recreation. It is also important to note that the foundations and recommendations in this Plan align with thinking and action of the broader provincial and national recreation community and strongly align with the Framework for Recreation in Canada, the Country's overarching public recreation strategy. Where applicable, alignment of this Master Plan with four key strategic areas found in the Framework has been demonstrated.

Some of our most valued experiences happen with friends and family members while participating in recreation.

Vision Statement
**All Greater Vernon area residents
 are actively engaged in recreation.**

**Recreation Will Enhance
 The Wellbeing of Citizens**

1. All citizens have a basic level of physical literacy, fitness, and wellbeing.
2. All ages and abilities have basic skills in a variety of leisure pursuits and are introduced to necessary life skills (e.g. drowning prevention).
3. Advanced level skill development is available for some pursuits; partnership opportunities exist to compete and excel in leisure pursuits.
4. Social opportunities and environments support a sense of inclusion, self-confidence, and self-worth.

**Recreation Will Enhance
 The Wellbeing of the
 Community**

5. Citizens are proud of their community, its facilities and spaces, the events and opportunities it offers, and its level of volunteerism.
6. Recreation opportunities are accessible and welcoming; connecting and including individuals and families and attracting and retaining residents.
7. Feelings of isolation are minimized and feelings of inclusion prevail.

**Recreation Will Enhance
 The Wellbeing of Public
 Recreation Spaces**

8. Public recreation spaces are welcoming to all citizens, accommodate needs and modern expectations, and are appreciated and well used.
9. Public recreation spaces are well planned, functional, operated in an effective manner, maintained, and reinvested in.

To further the vision and intended outcomes outlined, thirty (30) recommendations have been crafted and are organized under four (4) categories:

1. **Service Delivery:** Relating to how Greater Vernon Recreation Services operates.
2. **Programming:** Relating to the types of programs and opportunities provided by Greater Vernon Recreation Services at its own facilities or elsewhere.
3. **General Infrastructure and Asset Management:** Relating to processes and protocols focused on sustaining existing and developing new recreation facilities and spaces.
4. **Recreation Facilities:** Relating to the future of specific types of recreation facilities.

Through recreation we improve quality of life
 – Mission Statement of Greater Vernon
 Recreation Services

The recommendations are further articulated and substantiated throughout the Master Plan and are listed as follows.

Recommendation	Purpose	Timing ST= Short Term MT= Medium Term LT= Long Term O= Ongoing	Priority H= High M= Medium L= Low	Financial Impact
Service delivery recommendations				
1. Develop and execute a marketing and advertising plan.	...To increase awareness of recreation opportunities.	ST (O)	H	\$
2. Conduct needs assessments on a regular basis.	...To identify needs and preferences of area residents.	ST(O)	M	\$
3. Formalize a Joint Use Agreement with the school district.	...To ensure that community spaces are being utilized.	MT	M	n/a
4. Develop an allocation policy that can be applied to all facilities and spaces.	...To have a justified and consistent approach to scheduling the use of recreation spaces.	ST	M	\$\$
5. Review policy for fees and charges.	...To review current policy and ensure a practical, transparent, and fair approach to setting fees and charges.	MT (O)	M	\$\$
6. Collect utilization data in a consistent and organized manner on an ongoing basis.	...To better understand current spaces to be able to make informed infrastructure decisions.	ST (O)	H	n/a
7. Invest in professional development opportunities.	...To enhance internal capacity.	ST (O)	H	\$
8. Consider an event coordinator position.	...To provide an appropriate level of service for special events and sport tourism within recreation facilities for event organizers and stakeholder groups.	ST (O)	H	\$\$
9. Pursue sponsorships and naming rights to generate revenue.	...To supplement taxes and user fees.	MT	M	\$\$
10. Facilitate the enhancement of community organizations that provide recreation opportunities to area residents.	...To increase the capacity of local community organizations.	ST (O)	M	\$
11. Support and encourage volunteerism.	...To increase the capacity of the volunteer community.	MT (O)	M	\$
12. Record, share, and celebrate the ways in which recreation positively impacts the community.	...To demonstrate that recreation is a justified and essential public service.	ST (O)	H	n/a
Programming recommendations				
13. Continually evaluate programming for participation barriers and address issues.	...To ensure accessibility and inclusiveness.	MT	H	n/a
14. Offer time for unstructured drop-in activities.	...To facilitate spontaneous play.	ST (O)	M	\$
15. Expand offering recreation programs in the District of Coldstream, Area B, or Area C if demand exists.	...To further the mandate of providing recreation services to all Greater Vernon area residents.	ST (O)	H	\$
16. Review the organizational structure of the programming department and consider having focus areas.	...To ensure that relevant, high-quality programs continue to be provided.	MT	M	n/a

Recommendation	Purpose	Timing ST= Short Term MT= Medium Term LT= Long Term O= Ongoing	Priority H= High M= Medium L= Low	Financial Impact
General Infrastructure and Asset Management recommendations				
17. Conduct structural, mechanical, electrical, and functional assessments on a regular basis.	...To identify infrastructure issues and plan for sustaining existing facilities.	ST (O)	H	\$\$
18. Conduct accessibility assessments on existing facilities and ensure that new facilities are designed to modern standards.	...To mitigate and limit physical accessibility barriers.	ST	H	\$\$
19. Annually fund the major maintenance reserve.	...To address major repairs and functional effectiveness.	ST (O)	M	\$\$\$
20. Foster community gathering and social opportunities within recreation facilities.	...To enhance the benefit and meaning of recreation facilities in the area.	MT	M	n/a
21. Follow the Recreation Facility Planning Process when investing in facilities.	...To ensure that new facility development is justified, operationally sustainable, and set up for success.	ST	H	n/a
22. Use the prioritization considerations described herein when determining which recreation spaces should be developed or upgraded.	...To help focus investment and effort identify and rank potential recreation facility projects in a fair and transparent manner.	ST (O)	H	n/a
23. Use the partnership considerations described herein when determining whether to partner in the development of a recreation facility.	...To ensure that partnership opportunities with organizations are suitable.	MT (O)	M	n/a
Recreation Facilities recommendations				
24. Enhance the quality and quantity of indoor aquatics facilities.	...To provide adequate year-round swimming opportunities.	ST	H	\$\$\$\$\$
25. Sustain and enhance the quality of outdoor pools.	...To maintain and enhance existing outdoor pool opportunities.	ST	H	\$\$\$\$\$
26. Increase the quantity of community (non-school) gymnasiums.	...To provide adequate access to multipurpose gymnasium spaces.	MT	M	\$\$\$\$\$
27. Enhance the quality and quantity of dedicated programming space.	...To appropriately accommodate the direct programming efforts of Greater Vernon Recreation Services and others.	MT	H	\$\$\$\$\$
28. Enhance the quality and quantity of fitness and walking spaces.	...To provide adequate structured and unstructured fitness opportunities.	MT	M	\$\$\$\$\$
29. Use the thresholds described herein to determine when the addition of more indoor ice sheets are warranted.	...To determine when additional indoor ice sheets are warranted.	LT	L	n/a
30. Consider enhancing or developing recreation spaces when needs arise, development synergies exist, or partnerships opportunities are available.	...To be able to respond to the ever-changing demands of the Greater Vernon area recreation market.	ST (O)	L	n/a

As can be seen, the list of recommendations is long and spread out over the next fifteen (15)+ years. There will also be financial implications to many. Although daunting, as Greater Vernon Recreation Services is able to implement each recommendation, a heightened level of benefit and value in the area will be achieved and the success of the organization will be enhanced.

Immediate next steps associated with the Plan include the formulation and/or enhancement of policies related to allocations, fees and charges, and sponsorships as well as increasing staffing resources allocated to event coordination. From a recreation facility perspective, assessments of existing facilities as well as the initiation of a feasibility study to better understand the costs and benefits associated with public investment in indoor aquatics, fitness, and program spaces as well as other potential recreation facilities is also expected to occur in the short term.

The intent of this Master Plan is to provide Greater Vernon Recreation Services with long term direction in regards to the provision of recreation services to Greater Vernon residents and visitors. The philosophical foundations and thirty (30) recommendations meant to help achieve it, provide direction in the short, medium, and long term for Greater Vernon Recreation Services and the Greater Vernon Advisory Committee. For every recommendation that is acted upon, enhanced benefit and value will be realized in the Greater Vernon area and recreation will continue to be a valued, essential public service enabling residents and visitors alike to be healthier and more connected to each other and their communities.

As Greater Vernon Recreation is able to implement each recommendation, a heightened level of benefit and value in the area will be achieved.





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Section One Introduction

Recreation provides multiple pathways to wellbeing for individuals and communities. In order to maximize the benefits of recreation in the Greater Vernon area, and to effectively plan for the future, a Recreation Master Plan was developed. The Recreation Master Plan will be used by Greater Vernon Recreation Services as decisions are made about recreation facilities, active lifestyle opportunities, and the overall delivery of publicly-supported recreation services over the next fifteen (15) years.

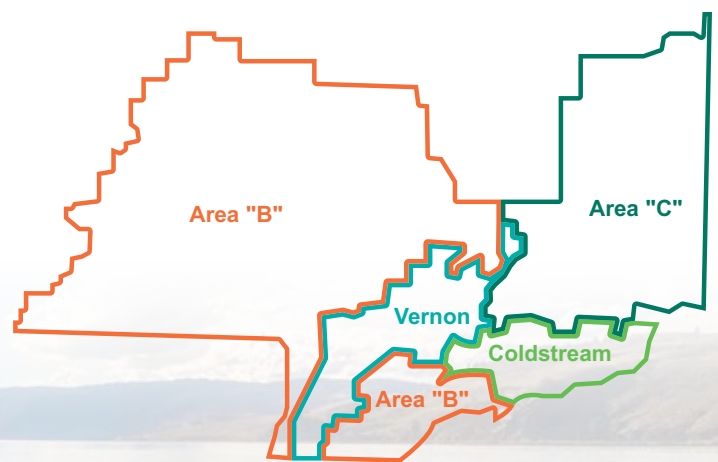
The mandate of Greater Vernon Recreation Services is to provide and operate recreation facilities, programs, and services for residents of the City of Vernon, District of Coldstream, and Electoral Areas B (BX/Swan Lake/Commonage) and C (BX/Silverstar) of the Regional District of North Okanagan.

The Recreation Master Plan will focus on philosophic principles, strategic directions, and decision-making tools. Its focus is on recreation facilities, programming, and the overall delivery of services. While the Recreation Master Plan does provide some direction for outdoor recreation, it is important to note that the City of Vernon and the District of Coldstream have active Parks Master Plans; therefore, the Recreation Master Plan has a slightly reduced scope regarding outdoor recreation and only provides direction where necessary. Direction for culture is provided in the Greater Vernon Cultural Plan.

The intent is to understand the current state of existing recreation services, to identify the needs of residents and community organizations, and to execute a plan that, when combined with the Parks Master Plans and Cultural Master Plan, address these topics in a fiscally responsible manner.

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

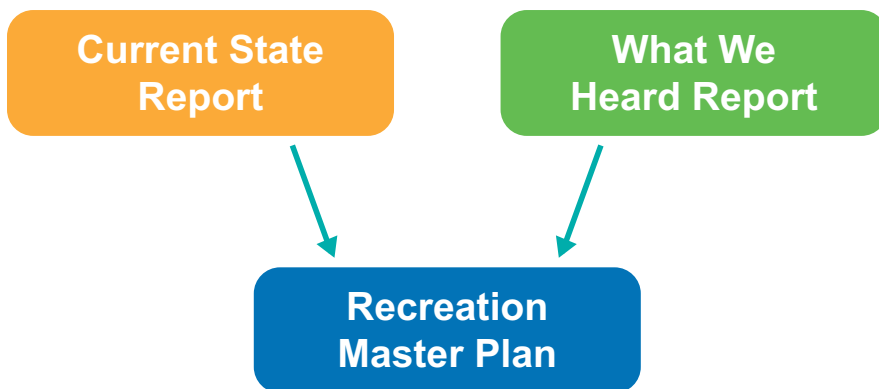
– A Framework for Recreation in Canada 2015: Pathways to Wellbeing



Planning Process

Three documents were produced during the planning process.

1. The **Current State Report** contains a series of research conducted in 2018 regarding existing infrastructure, programs, partnerships, policies, population, trends, and other service delivery aspects.
2. The **What We Heard Report** presents public consultation findings from a series of engagement techniques that were conducted in 2018 specifically for this planning process.
3. The **Recreation Master Plan** considers the information presented in the first two documents and presents a strategic plan for the next fifteen (15) years. It is a guiding document that provides philosophic principles, strategic directions, and decision-making tools.



The research and engagement conducted for the first two documents took place simultaneously from the beginning of 2018 to the end of May. After the research and engagement was complete, a draft version of the Recreation Master Plan was developed and presented to the public and stakeholders in 2018. The draft master plan review phase provided an opportunity for the public and stakeholders to review the draft Recreation Master Plan. Based on the feedback that was gathered during the draft review, the Recreation Master Plan was adjusted accordingly and finalized.



Master Plan Overview

The Greater Vernon area Recreation Master Plan is organized into the following sections. A brief description identifies what each section is about.

Section Heading	Brief Description
Key Research and Engagement Findings	<ul style="list-style-type: none"> • Key findings from the Current State Report and the What We Heard Report.
Philosophic Foundations	<ul style="list-style-type: none"> • Vision Statement, Intended Outcomes, and Strategic Directions.
Service Delivery Recommendations	<ul style="list-style-type: none"> • Recommendations to enhance the delivery of recreation services.
Programming Recommendations	<ul style="list-style-type: none"> • Recommendations to guide and enhance direct programming.
General Infrastructure and Asset Management Recommendations	<ul style="list-style-type: none"> • Recommendations and tools to sustain and improve recreation spaces.
Recreation Facilities Recommendations	<ul style="list-style-type: none"> • Recommendations for specific recreation facility types.
Financial Impacts and Funding Strategies	<ul style="list-style-type: none"> • The financial impact of implementing the recommendations and potential funding strategies to bring the recommendations to life.
Summary	<ul style="list-style-type: none"> • A printable handout version of the Recreation Master Plan.





Section Two

Key Research and Engagement Findings

The following are key findings from the Current State Report and the What We Heard Report. These reports set the context for strategic planning for recreation in the Greater Vernon area and can be found under separate cover.

Current State Report

The Current State Report outlines all aspects of research conducted during the planning process. The following key findings summarize what is substantiated in the document.

Research Topic	Key Findings
Greater Vernon Area	<ul style="list-style-type: none"> • Due to its abundance and variety of beautiful natural areas, the Greater Vernon area is a popular destination for outdoor recreation activities year round, for both residents and visitors.
Population Analysis	<ul style="list-style-type: none"> • The population of the Greater Vernon area may approach 70,000 residents by 2033.
Background Review	<ul style="list-style-type: none"> • North Okanagan is a unique region that will continue to be recognized for its diverse natural habitats, robust economies, outstanding recreational opportunities and the high quality of urban and rural lifestyles provided in established communities (North Okanagan Growth Strategy 2011). • The vision for recreation in Canada: Everyone is engaged in meaningful, accessible recreation experiences that foster individual wellbeing, community wellbeing, and the wellbeing of our natural and built environments.
Service Delivery Overview	<ul style="list-style-type: none"> • A cost sharing agreement is in place between the City of Vernon, District of Coldstream, and the Regional District of North Okanagan (Areas B and C) to provide recreation services to Greater Vernon area residents. • Parks are not within the scope of Greater Vernon Recreation Services. • The Boys and Girls Club and the Haline Centre are community organizations that have similar mandates to Greater Vernon Recreation Services; the former is funded by the Regional District of North Okanagan.
Asset Inventory	<ul style="list-style-type: none"> • Indoor Aquatics and gymnasiums are at full capacity. • Excess demand exists for swim lessons at both the Aquatic Centre and Lavington Outdoor Pool. • Ice arenas are nearing capacity during Prime Time hours.
Programming	<ul style="list-style-type: none"> • Over 1,700 programs offered annually. • There is a lack of adequate programming and fitness space. • Organizational structure related to programming does not enable specialization or focus.

Research Topic	Key Findings
Special Events & Sport Tourism	<ul style="list-style-type: none"> • Special events and sport tourism are valued and are priorities in the Greater Vernon area. • Greater Vernon Recreation Services supplies its facilities for events, especially Kal Tire Place and the Auditorium. • The identity and philosophy regarding special events and sport tourism for Greater Vernon Recreation Services is unclear. • Additional expertise and resources may be warranted.
Policy Review	<ul style="list-style-type: none"> • Provide additional community centre and recreational facilities and services to meet the needs of the community's growing population, in cooperation with community organizations, where appropriate (City of Vernon OCP). • The Regional District will consider park, recreation and cultural servicing arrangements that provide opportunities for regional and sub-regional collaboration that benefits the residents of Electoral Areas "B" and "C" (Area B and C OCP). • Allocation policy in place for ice, but not for other amenities. • Joint-use agreement with schools not formalized. • Fees and charges based on tradition and benchmarking.
Financial Review	<ul style="list-style-type: none"> • Approximately \$2.4M required annually to provide the current level of service. • Overall recovery rates are approximately 50-60% each year.
Trends	<ul style="list-style-type: none"> • Physical activity levels in Canada are low, especially among children and youth. • There is an increasing demand for more flexibility in timing and activity for leisure pursuits. • Volunteerism is changing; people are looking for more defined roles and timeframes. • In comparison to other municipal infrastructure assessed Canadian infrastructure, sport and recreation facilities across the country are in the worst state and require immediate attention.
Leading Practices	<ul style="list-style-type: none"> • Increasing participation with free opportunities, impromptu conversion of public space, social media campaigns, prescriptions to get active, try-it day, and youth nights. • Conducting thorough due diligence for infrastructure planning. • Providing a variety of recreation opportunities by maximizing partnerships. • Supporting volunteerism by hosting recognition events, posting opportunities, providing benefits to volunteers, and communicating the benefits of volunteering.

What We Heard Report

The What We Heard Report outlines the valuable input received from households and the general public, stakeholder groups, and others throughout the Greater Vernon area. The following key findings are further substantiated in the document found under separate cover.

It is important to note that the level of input received assures statistical reliability for the household survey. In total, 1,250 responses were gathered from the controlled access version of the survey and 831 open access version responses were submitted. The geographic distribution of surveys sent and surveys returned (controlled access version) was fairly consistent as 70% of the surveys were sent to City of Vernon residents, 15% sent to District of Coldstream, and 7.5% were sent to each Areas B and C. Overall, the margin of error for the controlled access survey calculates to +/-2.5% 19 times out of 20.

Jurisdiction	Controlled Access Surveys Sent	Controlled Access Surveys Submitted		Open Access Surveys Submitted	
City of Vernon	5,250	824	65.9%	483	58.1%
Coldstream	1,125	239	19.1%	130	15.6%
RDNO Area B	563	80	6.4%	32	3.9%
RDNO Area C	563	107	8.6%	47	5.7%
Total	7,501	1,250	100%	831¹	100%

¹ 28 respondents do not live within the study area and 111 respondents did not provide their location of residence.

Engagement Technique	Key Findings	Level of Participation
Household Survey	<ul style="list-style-type: none"> • Half of households have used the Aquatic Centre in the past year. • Being unaware of opportunities is perceived to be a barrier to recreation participation. • Leisure swimming pool is the most desired indoor facility space, followed by walking/running track. • The most desired outdoor spaces facilitate spontaneous, unstructured activities. • Satisfaction with community events is very high. • Area residents agree that recreation is a must have service for individuals and communities in the Greater Vernon area. • Local newspapers, the Greater Vernon Recreation website, and the Active Living Guide (both print and online versions) are preferred communication tools. 	<ul style="list-style-type: none"> • 1,250 responses to the controlled access version of the survey. • 831 responses to the open access version of the survey.
Student Survey	<ul style="list-style-type: none"> • Spontaneous, unstructured activities are highly participated in by area students. • Cost is a participation barrier to young people. • Leisure swimming pool is the most desired indoor facility space among responding students. • Natural outdoor swimming spaces are among the top outdoor spaces desired. 	<ul style="list-style-type: none"> • 84 survey responses.
Stakeholder Survey	<ul style="list-style-type: none"> • All responding groups expect participation numbers to either grow or remain stable over the next few years. • Many groups are not satisfied with the facilities and spaces they use because of lack of quality and/or availability. • Groups are looking to Greater Vernon Recreation Services to provide adequate facilities and spaces as well as help with advertising. 	<ul style="list-style-type: none"> • 21 survey responses.
Stakeholder Interviews	<ul style="list-style-type: none"> • There is a strong sense of community pride. • The lack of quality and availability of facilities and spaces were consistently brought forth as barriers to programming. • There are many successful partnerships currently in place that enhance the number and quality of recreation opportunities. • Some groups feel that they are nicked and dimed when paying user rental fees, especially for events and tournaments. • There are a variety of activities available and participation levels are strong and continue to grow. 	<ul style="list-style-type: none"> • 96 total individuals representing 56 organizations.
Online Engagement	<ul style="list-style-type: none"> • Recreation is important for staying active and socializing. 	<ul style="list-style-type: none"> • 719 site visits. • 45 comments provided.
Community Events	<ul style="list-style-type: none"> • Inclusion and access are important considerations when planning for recreation. • While organized sports remain popular, arts and cultural activities should not be overlooked. 	<ul style="list-style-type: none"> • Approximately 600 comments provided on VisionScape materials. • 38 intercept survey responses.

The level of engagement from this planning process has far exceeded levels experienced by the consulting team in other communities.



Section Three

Philosophical Foundations

There are three components of the philosophical foundations: a vision statement, a series of intended outcomes, and four strategic directions. The vision statement outlines an ideal future and the intended outcomes articulate the benefits that recreation provision strives to achieve. The strategic directions are overarching action statements that provide a great starting point for the provision of recreation services; the recommendations throughout the master plan aim to achieve the strategic directions in the Greater Vernon context.



Strategic Directions

These four strategic directions provide a great starting point for bringing the vision statement to life and for turning the intended outcomes into reality. They originated from the Framework for Recreation in Canada, the country's overarching public recreation strategy.¹ The recommendations in this plan apply these strategic directions to the Greater Vernon context; when a recommendation furthers a strategic direction, its corresponding box will be highlighted.

Active Living

Foster active living through physical recreation.

Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation.

Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and help to build strong, caring communities.

Recreation Capacity

Ensure the continued growth and sustainability of the recreation field.

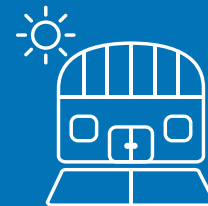
Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



¹ Note: In the Framework they are referred to as "Goals." As parks are not within the scope of this plan, the additional goal about connecting people to nature is not included herein.



Section Four





Recommendations




The recommendations within the plan are categorized into four sections:


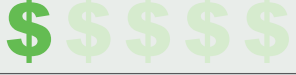




- Service Delivery
- Programming
- General Infrastructure and Asset Management
- Recreation Facilities

As shown in the template on the following pages, each recommendation has a topic, an action statement, a purpose, potential actions, points explaining why it is important, highlighted strategic directions, and indications for timing, priority, and incremental financial impact. While each recommendation has its own page, it is worthwhile noting that there may be synergies between recommendations (i.e. a potential action could further more than one recommendation).

The following legends display the increments used for timing, priority, and financial impact.

Timing		Anticipated time horizon of implementation
	Short Term	<ul style="list-style-type: none"> The recommendation should be implemented in the next 0 to 4 years.
	Medium Term	<ul style="list-style-type: none"> The recommendation should be implemented in 5 to 9 years from now.
	Long Term	<ul style="list-style-type: none"> The recommendation should be implemented in 10 to 15+ years from now.
	Ongoing	<ul style="list-style-type: none"> The recommendation will be implemented on a continuous basis.

Priority	Explanation
	High <ul style="list-style-type: none"> The recommendation is very important and should always be top-of-mind.
	Medium <ul style="list-style-type: none"> The recommendation is important and should be implemented as soon as high priorities are achieved or initiated.
	Low <ul style="list-style-type: none"> The recommendation is important but not as urgent as the others.

Financial Impact	Description of estimated incremental financial impact (one time or ongoing)
	<ul style="list-style-type: none"> The recommendation will have no incremental financial impact/cost.
	<ul style="list-style-type: none"> The recommendation will require incremental funding of up to \$10,000.
	<ul style="list-style-type: none"> The recommendation will require incremental funding of between \$10,000 to \$100,000.
	<ul style="list-style-type: none"> The recommendation will require incremental funding of between \$100,000 to \$1,000,000.
	<ul style="list-style-type: none"> The recommendation will require incremental funding of between \$1,000,000 to \$15M.
	<ul style="list-style-type: none"> The recommendation will require incremental funding of \$15M or more.

Recommendation Topic

Recommendation action statement.

Purpose: To explain the purpose of the recommendation.

Potential Actions

- A list of potential actions or steps that could be implemented to work towards achieving the recommendation.
- Potential actions are not necessarily listed in order as priority.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- Statements explaining why this recommendation is important.
- The statements reference the research and engagement conducted.

Timing



Ongoing

Priority



Medium

Financial Impact



Service Delivery

Service delivery refers to the ways in which Greater Vernon Recreation Services operates to effectively provide recreation to its residents. Service delivery topics that warrant strategic action over next fifteen (15) years as identified through research and input gathered are listed as follows. Recommendation statements and potential actions accompany each of the following topics.

Topics

- Promoting Recreation Opportunities
- Allocation Policy
- Joint Use Agreement
- Fees and Charges
- Identifying Needs and Trends
- Data Collection
- Professional Development
- Event Coordinator
- Sponsorships
- Supporting Community Organizations
- Supporting Volunteerism
- Celebrating Successes Promoting Recreation Opportunities



Promoting Recreation Opportunities

Develop and execute a marketing and advertising plan.

Purpose: To increase awareness of recreation opportunities.

Potential Actions

- Review current advertising efforts.
- Identify underserved markets.
- Consider promoting opportunities provided by community organizations.
- Develop marketing plan using internal or external resources.
- Execute marketing plan.
- Gather feedback from program attendees to learn how they heard of the program.
- Measure changes in facility and program attendance.
- Re-evaluate and adjust as necessary.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- Being “unaware of opportunities” surfaced as a top barrier in the engagement process.
- Maximizes the variety of existing opportunities.
- Encourages people to get active.

Timing



Short Term
Ongoing

Priority



High

Financial Impact



Identifying Needs and Trends

Conduct needs assessments on a regular basis.

Purpose: To identify needs and preferences of area residents.

Potential Actions

- Conduct ongoing facility user feedback forms.
- Attend conferences and network with other services providers to identify broader trends.
- Conduct statistically reliable household surveys every five years.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- Public recreation is meant to meet the demand and preferences of the general public.
- Identifies opportunities that local residents want to participate in.
- Helps gauge the success of this Recreation Master Plan by tracking satisfaction levels, participation barriers, and demand for programs and spaces.

Timing



Short Term
Ongoing

Priority



Medium

Financial Impact



Joint Use Agreement

Formalize a Joint Use Agreement with the school district.

Purpose: To ensure that community spaces are being utilized.

Potential Actions

- Review existing practices.
- Convene discussions with School District #22.
- Develop a Joint Use Agreement that is mutually beneficial to both parties.
- Explore partnership opportunities with the school district when new facilities or programs are being contemplated.

Strategic Directions



Why is this Important?

- Helps maximize the use of existing spaces.
- The Dogwood and Priest Valley Gymnasiums are at capacity outside of school hours on weekdays.
- Community groups have difficulty accessing school gymnasiums because there is no standardized booking process.

Timing



Medium Term

Priority



Medium

Financial Impact



Allocation Policy

Develop an allocation policy that can be applied to all facilities and spaces.

Purpose: To have a justified and consistent approach to scheduling the use of recreation spaces.

Potential Actions

- Expand the Ice Allocation Policy so that it can be applied to other facilities and spaces.
- Engage user groups to gather input and feedback.
- Develop a list of principles, or criteria, to help prioritize rental types and ensure appropriate community access to recreation spaces.
- Formalize an overarching Allocations Policy.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- An allocation policy currently exists for ice arenas but not for other spaces.
- Guides facility allocation meetings.
- Ensures equitable access and participation.

Timing



Short Term

Priority



Medium

Financial Impact



Fees and Charges

Review policy for fees and charges.

Purpose: To review current policy and ensure a practical, transparent, and fair approach to setting fees and charges.

Potential Actions

- ❑ Review safety net initiatives such as the Affordable Access Pass program to ensure that those most in need are accessing the program.
- ❑ Review the non-profit youth rental subsidy requirements to ensure that all qualified groups have access to the discounted rate.
- ❑ Engage community groups that rent facility space throughout the process.
- ❑ Calculate the actual hourly costs to provide facility spaces.
- ❑ Set appropriate cost recovery targets for each user and rental type.
- ❑ Set appropriate cost recovery targets for direct programming (revenue should not be the only motivation to provide a program).
- ❑ Update the current Fees and Charges Policy and consider waiving rental fees for direct programming..

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- Remain fiscally responsible with public dollars.
- Achieve an appropriate balance of user fees and tax support.
- The policy can be used to communicate the reasoning for fee levels.

Timing



Medium Term

Ongoing

Priority



Medium

Financial Impact



Data Collection

Collect utilization data in a consistent and organized manner on an ongoing basis.

Purpose: To better understand current spaces and be able to make informed infrastructure decisions.

Potential Actions

- Review current data collection methods.
- Determine what types of data would be useful considering both unique users and frequency of use as well as other measures.
- Determine the preferred format and frequency of reporting.
- Implement data collection program.
- Produce quarterly or annual reports.
- Share data internally and externally where useful.
- Use data to help make informed decisions.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- When making decisions whether to invest in the enhancement or development of facilities, it is important to understand current utilization levels
- Understanding the demand for and capacity of facilities.
- Tracking utilization successes, participation trends, and the effectiveness of marketing efforts.

Timing



Short Term
Ongoing

Priority



High

Financial Impact



Professional Development

Invest in professional development opportunities.

Purpose: To enhance internal capacity.

Potential Actions

- Encourage Elected Officials and staff to attend conferences and training workshops.
- Sponsor staff to enroll in and complete professional development courses.
- Attend the BCRPA Symposium.
- Attend the BC Recreation Foundation's Harrison Administrators Workshop.
- Attend the RFABC Conference.
- Complete CPRA's Professional Development Certification.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- The delivery system relies on the knowledge, leadership, and expertise of administration and staff.
- Recruiting, retaining, and nurturing our service providers.
- Ensures that we are fit for years to come.

Timing



Medium Term
Ongoing

Priority



High

Financial Impact



Event Coordinator

Consider an event coordinator position.

Purpose: To provide an appropriate level of service for special events and sport tourism within recreation facilities for event organizers and stakeholder groups.

Potential Actions

- Review the current workload required to plan, organize, promote, and execute events.
- Develop a job description.
- Develop an event fee structure that allocates a percentage to the position.
- Consider re-allocating existing resources or hiring an event coordinator to support event hosting.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- Greater Vernon Recreation Services is tasked with providing their facilities for special events and sport tourism.
- Currently this role is burdened upon staff whose primary role is focused on providing recreation opportunities.
- Ensures that Greater Vernon Recreation Services is staffed appropriately to provide the expected level of service.
- The addition of the Kal Tire North facility increases capacity for special events and sport tourism.
- Stakeholder groups indicated a desire for more support when hosting events at existing recreation facilities and spaces.

Timing



Short Term

Priority



High

Financial Impact



Sponsorships

Pursue sponsorships and naming rights to generate revenue.

Purpose: To supplement taxes and user fees.

Potential Actions

- Develop a sponsorship policy or guideline.
- Develop a sponsor package and distribute to businesses through internal or external resources.
- Pursue sponsorships through internal or external resources.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- Additional revenues sources are needed to counter the increasing costs of providing modernized services.
- Many communities struggle with funding the upkeep of recreation facilities.
- Helps keep recreation opportunities affordable to the public.

Timing



Medium Term

Priority



Medium

Financial Impact



Supporting Community Organizations

Facilitate the enhancement of community organizations that provide recreation opportunities to area residents.

Purpose: To increase the capacity of local community organizations.

Potential Actions

- Help minor sport and recreation groups with advertising.
- Facilitate communication and partnerships between organizations.
- Offer board development workshops.
- Continue to rent spaces by the hour to recreation facilities to accommodate partner-provided programs.
- Evaluate current, and consider additional, lease tenants to operate dedicated spaces.
- Enhance support to community partners such as the Boys and Girls Club and the Halina Centre that align with Greater Vernon Recreation Services.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- Many of the recreation opportunities available are provided by community organizations.
- Local governments do not have the capacity to provide the variety and quality of programs offered by community organizations.
- Helps sustain and increase the amount and quality of recreation opportunities available.

Timing



Short Term
Ongoing

Priority



Medium

Financial Impact



Supporting Volunteerism

Support and encourage volunteerism.

Purpose: To increase the capacity of the volunteer community.

Potential Actions

- Develop a volunteer program.
- Publicly recognize key volunteers.
- Offer volunteer training.
- Create volunteer opportunities for youth.
- Facilitate connecting volunteers with community organizations.
- Create a volunteer hub online to post opportunities and gather an inventory of potential volunteers.
- Consider hiring a volunteer coordinator.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- Community organizations rely heavily on volunteers.
- A strong volunteer community enhances civic pride and community wellbeing.
- Helps sustain and increase the amount and quality of recreation opportunities available.

Timing



Medium Term

Ongoing

Priority



Medium

Financial Impact



Celebrating Successes

Record, share, and celebrate the ways in which recreation positively impacts the community.

Purpose: To demonstrate that recreation is a justified and essential public service.

Potential Actions

- Record successes and achievements.
- Present successes and achievements to the community and elected officials.
- Design an annual one-page benefits advertisement in the Active Living Guide and local newspapers.
- Share stories from community members of how recreation positively impacted them.
- Post successes and achievements on the website and on social media.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- Return on investment is difficult to measure in the recreation field.
- Large non-profit organizations develop impact reports for donors to demonstrate the benefit they provide.
- Helps garner support for increased recreation spending.

Timing



Short Term
Ongoing

Priority



High

Financial Impact



Programming

Programming refers to the ways in which Greater Vernon Recreation Services offers recreation opportunities directly to area residents and the types of opportunities it focuses on. The following list of topics warrant strategic consideration based on the research and input gathered during the planning process.

Topics

- Accessibility and Inclusion
- Unstructured Activities
- Outreach Programming
- Department Structure
- Accessibility and Inclusion



Accessibility and Inclusion

Continually evaluate programming for participation barriers and address issues.

Purpose: To ensure accessibility and inclusiveness.

Potential Actions

- Actively identify and address participation barriers where able.
- Set appropriate cost recovery targets for direct programming (revenue should not be a motivation to provide a program).
- Invest in staff training so that programming is appropriately provided for people with disabilities.
- Continue to provide safety net initiatives such as the Affordable Access Pass program.
- Continue to administer Greater Vernon KidSport and promote subsidy programs like Jumpstart.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- All residents have the right to participate in public recreation programs.
- Recreation plays an important role celebrating diversity and inclusiveness.
- The Framework for Recreation in Canada calls for equitable participation for all, regardless of socioeconomic status, age, culture, race, Aboriginal status, gender, ability, sexual orientation or geographic location.

Timing



Medium Term

Priority



High

Financial Impact



Unstructured Activities

Offer time for unstructured drop-in activities.

Purpose: To facilitate spontaneous play.

Potential Actions

- Monitor the popularity of gymnasium activities such as basketball and pickleball, ice activities such as shinny and family skate, and aquatic activities such as lane swim and teen swim.
- Make unstructured drop-in activities a priority and schedule time appropriately.
- Collect visitation data to help justify unstructured drop-in activities and to schedule an appropriate amount to meet demand.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- Spontaneous recreation activities are the most participated in types of activities.
- Provides more opportunities for residents to get active.
- Helps ensure that all residents have access to recreation opportunities without having to register for a program or join league.

Timing



Short Term
Ongoing

Priority



Medium

Financial Impact



Outreach Programming

Expand offering recreation programs in the District of Coldstream, Area B, or Area C if demand exists.

Purpose: To further the mandate of providing recreation services to all Greater Vernon area residents.

Potential Actions

- Further identify the needs of rural residents.
- Monitor the residency of program participants.
- Provide programming in existing spaces such as schools and community halls

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- Greater Vernon Recreation Services is tasked with providing recreation opportunities to all area residents.
- Maximizes existing spaces throughout the area.
- Helps reduce travel barriers for rural residents.

Timing



Short Term

Priority



High

Financial Impact



Department Structure

Review the organizational structure of programming staff and consider having focus areas

Purpose: To ensure that relevant, high-quality programs continue to be provided.

Potential Actions

- ❑ Evaluate current program offerings and categorize into focus areas (i.e. fitness, preschool, youth, seniors, etc.).
- ❑ Organize department staff into more structured roles.
- ❑ Consider hiring an additional programmer.

Strategic Directions



Why is this Important?

- Ensuring high quality programs will help attract and retain participants.
- Maximizes efficiency and prevents overlap within the department.
- Helps maintain and enhance the quality of programs within each focus area.

Timing



Medium Term

Priority



Medium

Financial Impact



General Infrastructure and Asset Management

General Infrastructure and Asset Management refers to the ways in which Greater Vernon Recreation Services provides facilities and spaces to accommodate recreation activities. The recommendations in this section provide guidance and tools for all types of infrastructure and include practices and protocols related to sustaining existing facilities, planning and developing new ones, and working with partners in providing spaces for recreation to occur. The following list of topics warrant strategic consideration based on research and input gathered. Recommendations related to specific types of recreation facilities (i.e. ice arenas, fitness spaces, etc.) are addressed in the subsequent section.

Topics

- Condition Assessments
- Physical Accessibility
- Maintaining Existing Facilities
- Social Connections
- Planning Process
- Prioritization Considerations
- Partnership Considerations



Condition Assessments

Conduct structural, mechanical, electrical, and functional assessments on a regular basis.

Purpose: To identify infrastructure issues and plan for sustaining existing facilities.

Potential Actions

- Conduct engineering assessments every five to ten years for facilities newer than 20 years old.
- Conduct engineering assessments every three to five years for facilities older than 20 years old.
- Schedule and reschedule assessments for each facility.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- To ensure facilities remain functional, safe, and relevant to modern user expectations.
- Ensures safety for users and staff.
- Aging recreation infrastructure is a common challenge throughout Canada.

Timing



Short Term

Priority



High

Financial Impact



Physical Accessibility

Conduct accessibility assessments on existing facilities and ensure that new facilities are designed to modern standards.

Purpose: To mitigate and limit physical accessibility barriers.

Potential Actions

- Conduct assessments of existing facilities using internal or external resources.
- Address issues where possible.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- Public facilities are meant to serve all residents regardless of their abilities.
- All existing and potential new facilities must meet physical accessibility standards.
- Helps ensure that facilities and spaces are accessible to all residents.

Timing



Short Term

Priority



High

Financial Impact



Maintaining Existing Facilities

Annually fund the major maintenance reserve.

Purpose: To address major repairs and functional effectiveness.

Potential Actions

- Allocate an appropriate proportion of replacement cost towards the major maintenance reserve annually.²
- Place a high priority on budgeting for preventative maintenance items.
- Plan and budget for expected and unexpected maintenance items.
- Develop an asset management plan.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



2 The Canadian Infrastructure Report Card (2016): <http://canadianinfrastructure.ca/en/index.html>, completed by a partnership including the Federation of Canadian Municipalities, recommends that 1.7%-2.5% of replacement value be allocated to a maintenance annually.

Why is this Important?

- To have the means to address structural, electrical, mechanical, and functional issues.
- Places a high priority on maintaining public recreation assets.
- Helps sustain existing facilities and spaces.

Timing



Short Term
Ongoing

Priority



Medium

Financial Impact



Social Connections

Foster community gathering and social opportunities within recreation facilities.

Purpose: To enhance the benefit and meaning of recreation facilities in the area.

Potential Actions

- Ensure that existing facilities are welcoming and accommodating for casual social gatherings.
- Place a high priority on common lobby and viewing spaces for new facility development.
- Ensure that facilities have the ability to host events and tournaments (e.g. regulation size).
- Ensure that facilities enable multiple types of use and activities.
- Consider building new facilities located adjoining or adjacent to existing facilities (i.e. hubs).

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- Recreation facilities do not only serve as spaces for physical activity; they also serve social and community development functions.
- There is a strong sense of community pride in the Greater Vernon area and residents believe that recreation contributes to civic pride.
- Recognizes lobby, viewing, and gathering spaces as being a contributor to community wellness and ensures that they remain a priority in facility development.

Timing



Short Term

Priority



Medium

Financial Impact



Planning Process

Follow the Recreation Facility Planning Process when investing in facilities.

Purpose: To ensure that new facility development is justified, operationally sustainable, and set up for success.

Potential Actions

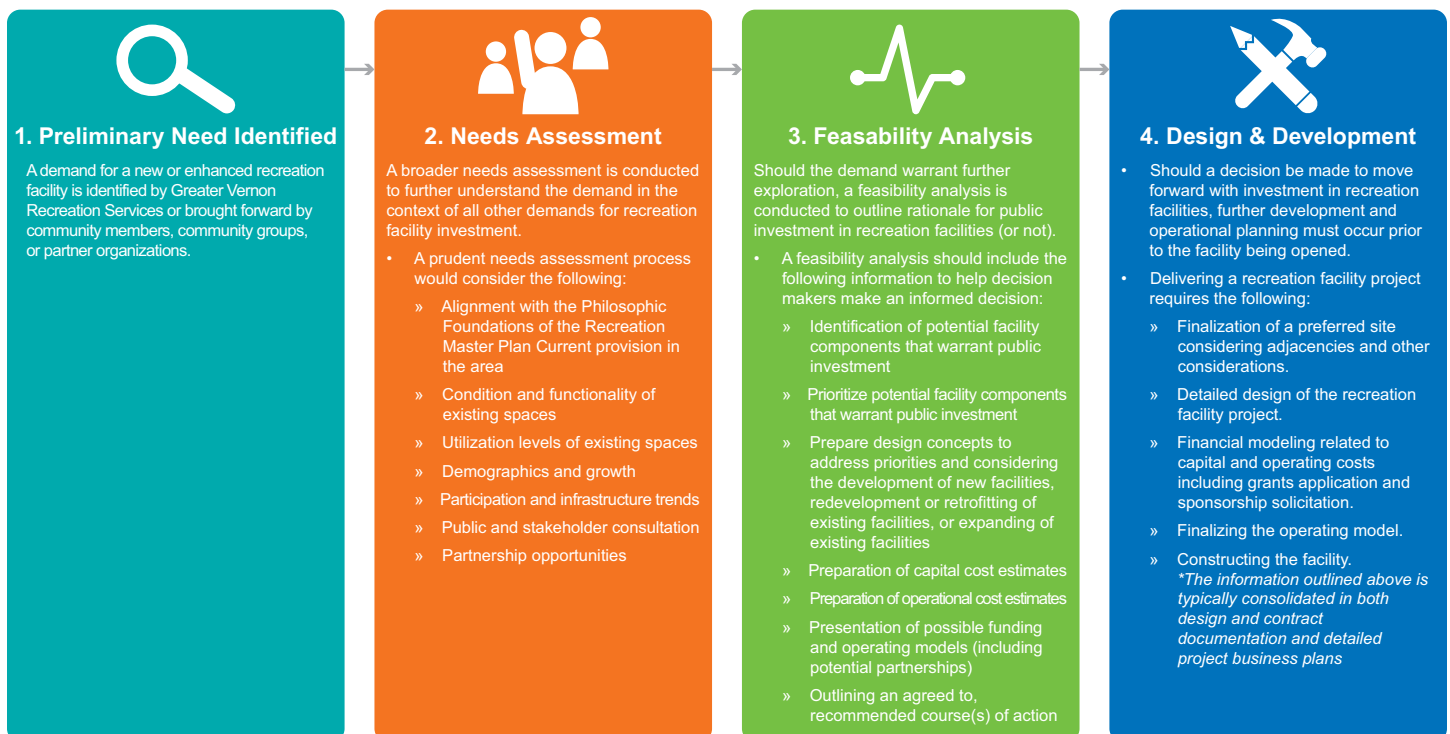
- Follow the planning process below when contemplating investment in recreation facilities.

Strategic Directions



The Recreation Facility Planning Process

The following diagram explains the steps associated with rationalizing, planning, designing, constructing, and operating new or enhanced recreation facilities. It also explains the types of information required for prudent and diligent decision making related to investment in recreation facilities.



Why is this Important?

- New facility development will be warranted at some point over the next fifteen (15) years.
- Fully understanding the needs, costs, and impacts of new facility development.
- Helps ensure that we are making informed decisions and conducting our due diligence throughout the planning process.

Timing



Short Term

Priority



High

Financial Impact



Prioritization Considerations

Use the prioritization considerations described herein when determining which recreation spaces should be developed or upgraded.

Purpose: To help focus investment and effort identify and rank potential recreation facility projects in a fair and transparent manner.

Potential Actions

- Use the considerations to facilitate meaningful discussions.
- Use the considerations to help determine which spaces to include in the next major facility development.
- Use the considerations to help determine which existing spaces should be renovated or enhanced.
- Use the considerations to justify and show special interest groups why their preferred facility space was invested in or not.

Prioritization Considerations

Due to resource limitations and the diverse recreational interests of Greater Vernon area residents, decision makers must prioritize recreation facilities and spaces. The following table outlines strategic considerations and associated importance related to prioritizing one recreation facility or interest over another.

Strategic Directions



Level of Importance	Consideration
Most Important	<ul style="list-style-type: none"> • Accessible to the general public and majority of residents. • Responds to community demand as identified through public and stakeholder input.
Very Important	<ul style="list-style-type: none"> • Affordable to operate. • Responds to experienced or expected population growth or demographic shift.
Moderately Important	<ul style="list-style-type: none"> • Maintains existing recreation service levels. • Aligns with observed trends and leading practices. • Affordable to build. • Benefits the local economy.

Why is this Important?

- We cannot afford to provide every type of facility desired by residents.
- Helps facilitate meaningful conversations.
- Could be used to score and rank potential projects.

Timing



Short Term
Ongoing

Priority



High

Financial Impact



Partnership Considerations

Use the partnership considerations described herein when determining whether to partner in the development of a recreation facility.

Purpose: To ensure that partnership opportunities are suitable.

Potential Actions

- Use the considerations to help determine whether the partnerships are suitable or not.
- Use the considerations to show the interested party why their partnership proposal was accepted or denied.

Partnership Considerations

Partnerships are key to making the most of public resources allocated to recreation. Greater Vernon Recreation Services is rooted in a partnership between the City of Vernon, District of Coldstream, and the Regional District of North Okanagan Areas B and C. There are also various partnerships in place between Greater Vernon Recreation Services and other recreation related service providers. The following considerations are presented to help decision makers decide when to pursue partnership opportunities.

Strategic Directions



Level of Importance	Consideration
Most Important	<ul style="list-style-type: none"> • The partnership helps to achieve the Philosophic Foundations. • The partner is prepared, competent, and reliable; adequate feasibility analysis has been conducted by the partner.
Very Important	<ul style="list-style-type: none"> • The partnership responds to community demand as identified through public and stakeholder input. • The partnership is more cost effective than delivering independently. • The opportunity will be accessible to the general public and majority of residents.
Moderately Important	<ul style="list-style-type: none"> • The partnership is likely required for such an opportunity to materialize.

Why is this Important?

- Local governments alone cannot afford to provide the amount of recreation opportunities to residents.
- If done properly, partnerships can be a cost-effective way to provide a service.
- Helps ensure that a variety of opportunities are available.

Timing



Medium Term
Ongoing

Priority



Medium

Financial Impact



Recreation Facilities

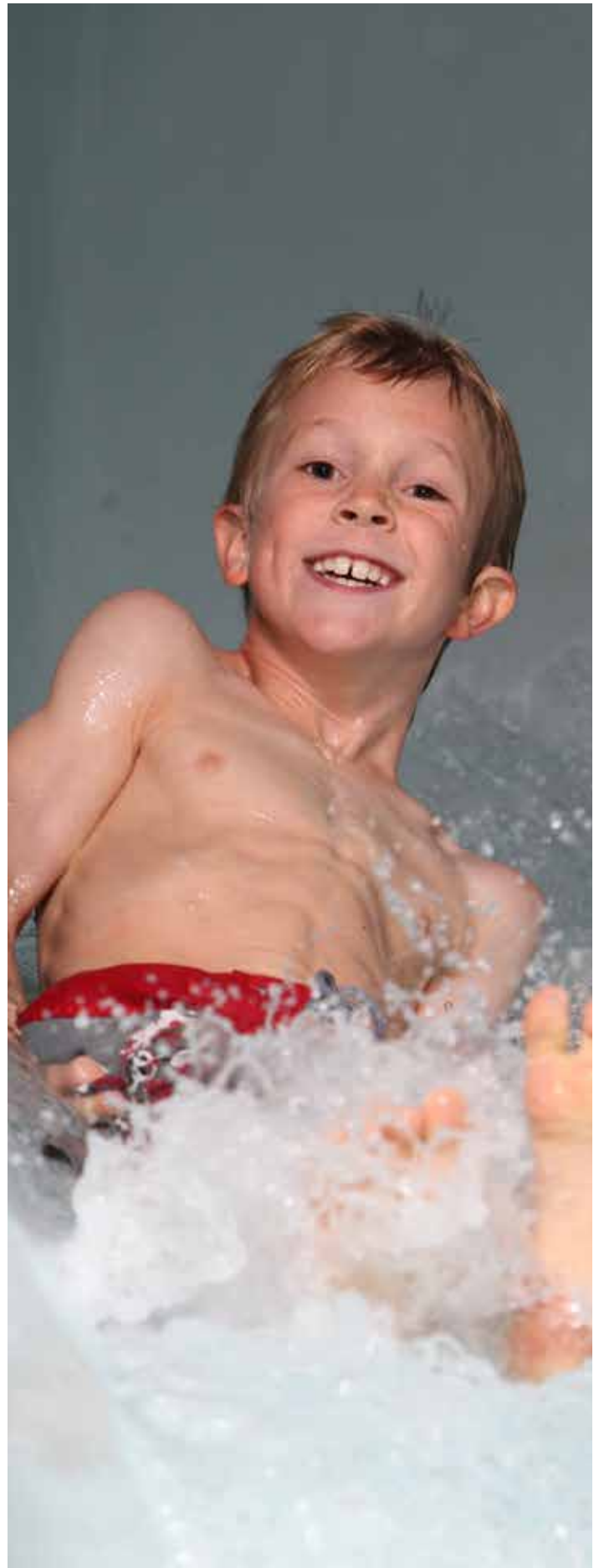
The following recommendations provide Greater Vernon Recreation Services with direction on recreation facilities and spaces. The recommendations are reflective of the current context (2018) but are not meant to be prescriptive because circumstances can change over a fifteen (15) year timespan. With that said, these recommendations do provide bold objectives to work towards over the next fifteen (15) years.

The infrastructure and asset management recommendations presented in the previous section provide Greater Vernon Recreation Services with the tools to execute the following facility recommendations and to respond to changes if necessary. If these recommendations were to be achieved over the next fifteen (15) years, the Greater Vernon area would be better positioned to meet the intended outcomes for decades to come. It is important to note that investment in new or enhanced recreation facilities will require increased resources (i.e. staffing, supplies, etc.) and will require both capital and operating budget allocations. It is also important to note that as new or enhanced facilities are developed, there may be cost savings in constructing multiple amenities at the same time as opposed to phasing development; these cost savings will be further outlined as more detailed planning occurs.

The following specific recreation facility topics surfaced as priorities through the prioritization considerations previously presented and in relation to the research and input gathered during the planning process.

Specific recreation facility topics

- Indoor Aquatics
- Outdoor Pools
- Gymnasiums
- Program Spaces
- Fitness Centres
- Ice Arenas
- Other Facility Considerations



Indoor Aquatics

Enhance the quality and quantity of indoor aquatics facilities.

Purpose: To provide adequate year-round swimming opportunities.

Potential Actions

- Follow the planning process and conduct a feasibility analysis for the enhanced provision of indoor aquatics.³
- Enhance the current Aquatic Centre.
- Develop an additional indoor aquatic facility considering both leisure and competitive components.

Strategic Directions



3 The Master Plan process served as steps 1 and 2 in the Recreation Facility Planning Process.

Why is this Important?

- Leisure swimming pools surfaced as the top indoor priority in the engagement process.
- The existing Aquatic Centre is at full capacity and excess demand exists for swimming lessons (wait lists).
- Indoor aquatics does not only provide recreation opportunities, it facilitates drowning prevention skills.

Timing



Short Term

Priority



High

Financial Impact



Outdoor Pools

Sustain and enhance the quality of outdoor pools.

Purpose: To maintain and enhance existing outdoor pool opportunities.

Potential Actions

- Include outdoor pools in the scope of aquatic feasibility analyses.⁴
- Modernize the Lakeview Wading Pool and ensure it is adequate for recreation, swimming lessons, and other aquatic safety courses.
- Modernize the Lavington Outdoor Pool and ensure it is adequate for recreation, swimming lessons, and other aquatic safety courses.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



⁴ The Master Plan process served as steps 1 and 2 in the Recreation Facility Planning Process.

Why is this Important?

- The Lakeview Wading Pool and Lavington Outdoor Pool are aging facilities nearing the end of their lifespans.
- The outdoor pools are well used and excess demand exists for swim lessons (wait list).
- Lavington Outdoor Pool provides recreation opportunities and essential life skill lessons to residents outside the City of Vernon.
- The Lakeview Wading Pool was identified for upgrading in the 2004 Master Plan.

Timing



Short Term

Priority



High

Financial Impact



Gymnasiums

Increase the quantity of community (non-school) gymnasiums.

Purpose: To provide adequate access to multipurpose gymnasium spaces.

Potential Actions

- Include gymnasiums in the scope of feasibility analysis when considering the development of a new recreation facility.⁵
- Include gymnasiums in new facility development.

Strategic Directions



5 The Master Plan process served as steps 1 and 2 in the Recreation Facility Planning Process.

Why is this Important?

- The Dogwood and Priest Valley gymnasiums are at full capacity during high demand times.
- Excess demand exists for gymnasium rentals.
- Gymnasiums facilitate a variety of year-round structured and non-structured activities.

Timing



Medium Term

Priority



Medium

Financial Impact



Program Spaces

Enhance the quality and quantity of dedicated programming space.

Purpose: To appropriately accommodate the direct programming efforts of Greater Vernon Recreation Services and others.

Potential Actions

- Include program spaces in the scope of feasibility analysis when considering the development of a new recreation facility.⁶
- Include dedicated program spaces in new facility development.
- Renovate and dedicate existing spaces to direct programming.

6 The Master Plan process served as steps 1 and 2 in the Recreation Facility Planning Process.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- There is a lack of dedicated/suitable programming space.
- Programs often get bumped when events are scheduled in the auditorium and gymnasiums.
- Helps in offering high quality programs.

Timing



Medium Term

Priority



High

Financial Impact



Fitness Spaces

Enhance the quality and quantity of fitness and walking spaces.

Purpose: To provide adequate structured and unstructured fitness opportunities.

Potential Actions

- Include fitness centres and walking tracks in the scope of feasibility analysis when considering the development of a new recreation facility.⁷
- Convert an existing space into an appropriate fitness centre.
- Include a fitness centre in new facility development.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



⁷ The Master Plan process served as steps 1 and 2 in the Recreation Facility Planning Process.

Why is this Important?

- The current facility is small and the space was not intended for such use.
- The concourse at Kal Tire Place is well used as a walking track but is not a dedicated space.
- Public fitness centres accommodate the majority of residents, including people with entry-level skills who may be intimidated to join a private facility.
- Helps facilitate year-round and unstructured active living opportunities.

Timing



Medium Term

Priority



Medium

Financial Impact



Ice Arenas

Use the thresholds described herein to determine when the addition of more indoor ice sheets are warranted.

Purpose: To determine when additional indoor ice sheets are warranted.

Thresholds

- Prime Time utilization reaches 95%.
- Teams and user groups are splitting ice time into half-ice practices on a regular basis.
- Early morning weekday ice is fully used.
- Ice times ending at midnight are consistently used.
- User groups are committed to using more ice time.
- Emerging groups and new activities cannot obtain ice time.
- Public drop-in opportunities are a challenge to schedule due to group rental pressures.

Potential Actions

- Monitor ice arena data and discuss criteria annually.
- Start planning an additional ice sheet once a majority of the criteria are met (or close to being met).
- If a new recreation facility is being planned, consider the inclusion of an additional ice arena by using the thresholds and the prioritization considerations (as previously presented).
- If a new recreation facility is being planned, and the inclusion of ice is not warranted, consider a site that could accommodate future ice expansion.

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



Why is this Important?

- An additional ice sheet is not required at this time but may be warranted over the next fifteen (15) years.
- Prime Time utilization is approaching capacity (currently at 86%).
- Helps in objectively analyzing the need for additional ice.

Timing



Long Term

Priority



Low

47

Financial Impact



Other Considerations

Consider enhancing or developing recreation spaces when needs arise, development synergies exist, or partnerships opportunities are available.

Purpose: To be able to respond to the ever-changing demands of the Greater Vernon area recreation market.

Potential Actions

- Review all partnership inquiries and analyze using the prioritization and partnership considerations.
- Review the needs assessment findings to identify desired spaces.
- Consider the inclusion of desired spaces during feasibility analysis.
- Require current and potential partners to conduct their own feasibility analysis if they plan to ask for public investment.

Existing partner spaces that may require investment over the next fifteen (15) years include, but are not limited to:

- Senior centre
- Youth centre
- Indoor field
- Curling rink

Potential partner spaces that have been identified include, but are not limited to:

- Pickleball courts
- Gymnastics facility
- Trampoline and parkour facility

Potential spaces⁸ to include in feasibility analysis of potential new recreation facilities include, but are not limited to:

- Indoor walking/running track
- Bouldering wall
- Indoor playground

Research and engagement results regarding parks and outdoor spaces will be shared with the parks departments of each area jurisdiction. Investment in the following outdoor spaces arose as potential priorities.

- Enhanced quality of outdoor rectangular fields
- Community level artificial turf fields
- Bantam and Midget level ball diamonds

Strategic Directions

Active Living



Inclusion & Access



Supportive Environments



Recreation Capacity



⁸ These spaces surfaced in the 2018 engagement process.

Why is this Important?

- Reacting to resident demand as identified through needs assessments.
- Reacting to partnership opportunities.
- Considering the inclusion of supplementary spaces in new facility development.

Timing



Ongoing

Priority



Low

Financial Impact





Section Five

Financial Impacts & Funding Strategies

It is expected that the recommendations outlined herein will have financial impacts over and beyond the current budget allotment afforded to Greater Vernon Recreation Services. The following table summarizes recommendations related to Service Delivery, Programming, and General Infrastructure and Asset Management that are expected to require financial resources and also outlines potential funding strategies.

Recommendation	Financial Impact	Frequency	Funding Strategies
Service Delivery recommendations			
Develop and execute a marketing and advertising plan.	\$	Annually	Increase annual budget.
Conduct needs assessments on a regular basis.	\$	Annually	Determine which years to conduct survey and allocate within budget.
Develop an allocation policy that can be applied to all facilities and spaces.	\$\$	One-time	Determine which year to develop the policy and allocate within budget.
Review policy for fees and charges.	\$\$	One-time	Determine which year to develop the policy and allocate within budget.
Invest in professional development opportunities.	\$	Annually	Increase annual budget.

Recommendation	Financial Impact	Frequency	Funding Strategies
Consider an event coordinator position.	\$\$	Annually	Increase annual budget.
Pursue sponsorships and naming rights to generate revenue.	\$\$	Annually	Increase annual budget. Use sponsorship proceeds to support ongoing effort.
Facilitate the enhancement of community organizations that provide recreation opportunities to area residents.	\$	Annually	Increase annual budget.
Support and encourage volunteerism.	\$	Annually	Increase annual budget.
Programming recommendations			
Offer time for unstructured drop-in activities.	\$	Annually	Increase annual budget.
Expand offering recreation programs in the District of Coldstream, Area B, or Area C if demand exists.	\$	Annually	Increase annual budget.
General Infrastructure and Asset Management recommendations			
Conduct structural, mechanical, electrical, and functional assessments on a regular basis.	\$\$	Every three to ten years	Determine which years to conduct assessments and allocate within the major maintenance budget.
Conduct accessibility assessments on existing facilities and ensure that new facilities are design to modern standards.	\$\$	One-time	Determine which year to conduct the assessment and allocate within the major maintenance budget.
Annually fund the major maintenance reserve.	\$\$\$	Annually	Increase annual funding to current recreation contributions.

Recreation Facilities Recommendations

The cost of a new facility development greatly depends on the scope of the project. The capital and operational costs of a given project would become clearer during feasibility analysis and design. Based on the findings of this study, ideal candidate amenities of new facility development project would be indoor aquatics, gymnasiums, fitness spaces, and program spaces.

Facility Development Steps	Financial Impact	Frequency	Funding Strategies
Feasibility Analysis	\$\$	One-time per project	Fund analysis from major maintenance budget
Conceptual Design	\$\$	One-time per project	Fund analysis from major maintenance budget
Design and Development	\$\$\$\$\$	One-time per project	Debt financing to construct facility. Use of other sources of funding like Development Cost Charges (DCCs), partnerships, and/or sponsorships.
Operations	\$\$\$(\$)	Annually per project	City of Vernon to operate and/or determine the most efficient operation model

Further to the process costs outlined above, should the Greater Vernon area decide to move forward with major recreation facility development, examples of financial impacts for a variety of components are displayed below; they also have wide ranges due to the choices of size and quality. These cost impacts would be further articulated during the feasibility study process and subsequent project stages (should it progress). It is important to note that when more than one recreation facility component is constructed, capital cost savings would be realized. The extent of capital cost reduction when developing multiple components would be further outlined in feasibility and concept planning stages.

Potential Facility Component	Design and Development (One-time)	Operations (Annually)
Indoor Aquatics	\$15M to \$50M	\$500,000 to \$1.5M
Ice Arena	\$13M to \$25M	\$100,000 to \$250,000
Gymnasium	\$2M to \$4M	\$20,000 to \$50,000
Fitness Centre	\$2M to \$4M	\$20,000 to \$50,000
Multipurpose studios/rooms	\$0.25M to \$1M	\$5,000 to \$20,000
Indoor Field	\$2M to \$25M	\$20,000 to \$200,000
Gymnastics Facility	\$10M to \$20M	\$20,000 to \$200,000

Based on the findings of this study, ideal candidate amenities of a new facility development project would be indoor aquatics, gymnasiums, fitness spaces, and program spaces.



Section Six Summary

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing. Some of our happiest and most valued experiences happen with friends and family members while participating in recreation. Recreation facilities are places where we improve our personal health and wellbeing, where we meet our neighbours, and where we demonstrate pride in our community and region.

In the Greater Vernon area, much of the indoor recreation opportunities available to residents and visitors are offered by Greater Vernon Recreation Services through the support of the Greater Vernon Advisory Committee. Realizing the value of these services to the area and understanding that prudent strategic planning will enhance the value and benefit of recreation throughout the Greater Vernon area, Greater Vernon Recreation Services has developed this Recreation Master Plan to help guide decision making and action over the next fifteen (15) years and beyond.

This Recreation Master Plan has been formulated based on the current market context in the Greater Vernon area. This context is explained through two companion background documents: the Current State Report and the What We Heard Report. These two documents set the planning context and capture relevant information when contemplating the future of recreation facilities and spaces in the area. They are summarized herein, and can be found in their entirety under separate cover.

It is based upon the research and input outlined that the philosophical foundations and associated recommendations have been developed. The Plan is founded in the following vision and intended outcomes. All actions of Greater Vernon Recreation Services, decisions related to the future of recreation, and the recommendations outlined in this Master Plan root back to this rationale for investment in recreation. It is also important to note that the foundations and recommendations in this Plan align with thinking and action of the broader provincial and national recreation community and strongly align with the Framework for Recreation in Canada, the Country's overarching public recreation strategy. Where applicable, alignment of this Master Plan with four key strategic areas found in the Framework has been demonstrated.

Some of our most valued experiences happen with friends and family members while participating in recreation.

Vision Statement
**All Greater Vernon area residents
 are actively engaged in recreation.**

**Recreation Will Enhance
 The Wellbeing of Citizens**

1. All citizens have a basic level of physical literacy, fitness, and wellbeing.
2. All ages and abilities have basic skills in a variety of leisure pursuits and are introduced to necessary life skills (e.g. drowning prevention).
3. Advanced level skill development is available for some pursuits; partnership opportunities exist to compete and excel in leisure pursuits.
4. Social opportunities and environments support a sense of inclusion, self-confidence, and self-worth.

**Recreation Will Enhance
 The Wellbeing of the
 Community**

5. Citizens are proud of their community, its facilities and spaces, the events and opportunities it offers, and its level of volunteerism.
6. Recreation opportunities are accessible and welcoming; connecting and including individuals and families and attracting and retaining residents.
7. Feelings of isolation are minimized and feelings of inclusion prevail.

**Recreation Will Enhance
 The Wellbeing of Public
 Recreation Spaces**

8. Public recreation spaces are welcoming to all citizens, accommodate needs and modern expectations, and are appreciated and well used.
9. Public recreation spaces are well planned, functional, operated in an effective manner, maintained, and reinvested in.

To further the vision and intended outcomes outlined, thirty (30) recommendations have been crafted and are organized under four (4) categories:

1. **Service Delivery:** Relating to how Greater Vernon Recreation Services operates.
2. **Programming:** Relating to the types of programs and opportunities provided by Greater Vernon Recreation Services at its own facilities or elsewhere.
3. **General Infrastructure and Asset Management:** Relating to processes and protocols focused on sustaining existing and developing new recreation facilities and spaces.
4. **Recreation Facilities:** Relating to the future of specific types of recreation facilities.

Through recreation we improve quality of life
 – Mission Statement of Greater Vernon
 Recreation Services

The recommendations are further articulated and substantiated throughout the Master Plan and are listed as follows.

Recommendation	Purpose	Timing ST= Short Term MT= Medium Term LT= Long Term O= Ongoing	Priority H= High M= Medium L= Low	Financial Impact
Service delivery recommendations				
1. Develop and execute a marketing and advertising plan.	...To increase awareness of recreation opportunities.	ST (O)	H	\$
2. Conduct needs assessments on a regular basis.	...To identify needs and preferences of area residents.	ST (O)	M	\$
3. Formalize a Joint Use Agreement with the school district.	...To ensure that community spaces are being utilized.	MT	M	n/a
4. Develop an allocation policy that can be applied to all facilities and spaces.	...To have a justified and consistent approach to scheduling the use of recreation spaces.	ST	M	\$\$
5. Review policy for fees and charges.	...To review current policy and ensure a practical, transparent, and fair approach to setting fees and charges.	MT (O)	M	\$\$
6. Collect utilization data in a consistent and organized manner on an ongoing basis.	...To better understand current spaces to be able to make informed infrastructure decisions.	ST (O)	H	n/a
7. Invest in professional development opportunities.	...To enhance internal capacity.	ST (O)	H	\$
8. Consider an event coordinator position.	...To provide an appropriate level of service for special events and sport tourism within recreation facilities for event organizers and stakeholder groups.	ST (O)	H	\$\$
9. Pursue sponsorships and naming rights to generate revenue.	...To supplement taxes and user fees.	MT	M	\$\$
10. Facilitate the enhancement of community organizations that provide recreation opportunities to area residents.	...To increase the capacity of local community organizations.	ST (O)	M	\$
11. Support and encourage volunteerism.	...To increase the capacity of the volunteer community.	MT (O)	M	\$
12. Record, share, and celebrate the ways in which recreation positively impacts the community.	...To demonstrate that recreation is a justified and essential public service.	ST (O)	H	n/a
Programming recommendations				
13. Continually evaluate programming for participation barriers and address issues.	...To ensure accessibility and inclusiveness.	MT	H	n/a
14. Offer time for unstructured drop-in activities.	...To facilitate spontaneous play.	ST (O)	M	\$
15. Expand offering recreation programs in the District of Coldstream, Area B, or Area C if demand exists.	...To further the mandate of providing recreation services to all Greater Vernon area residents.	ST (O)	H	\$
16. Review the organizational structure of the programming department and consider having focus areas.	...To ensure that relevant, high-quality programs continue to be provided.	MT	M	n/a

Recommendation	Purpose	Timing ST= Short Term MT= Medium Term LT= Long Term O= Ongoing	Priority H= High M= Medium L= Low	Financial Impact
General Infrastructure and Asset Management recommendations				
17. Conduct structural, mechanical, electrical, and functional assessments on a regular basis.	...To identify infrastructure issues and plan for sustaining existing facilities.	ST (O)	H	\$\$
18. Conduct accessibility assessments on existing facilities and ensure that new facilities are designed to modern standards.	...To mitigate and limit physical accessibility barriers.	ST	H	\$\$
19. Annually fund the major maintenance reserve.	...To address major repairs and functional effectiveness.	ST (O)	M	\$\$\$
20. Foster community gathering and social opportunities within recreation facilities.	...To enhance the benefit and meaning of recreation facilities in the area.	MT	M	n/a
21. Follow the Recreation Facility Planning Process when investing in facilities.	...To ensure that new facility development is justified, operationally sustainable, and set up for success.	ST	H	n/a
22. Use the prioritization considerations described herein when determining which recreation spaces should be developed or upgraded.	...To help focus investment and effort identify and rank potential recreation facility projects in a fair and transparent manner.	ST (O)	H	n/a
23. Use the partnership considerations described herein when determining whether to partner in the development of a recreation facility.	...To ensure that partnership opportunities with organizations are suitable.	MT (O)	M	n/a
Recreation Facilities recommendations				
24. Enhance the quality and quantity of indoor aquatics facilities.	...To provide adequate year-round swimming opportunities.	ST	H	\$\$\$\$\$
25. Sustain and enhance the quality of outdoor pools.	...To maintain and enhance existing outdoor pool opportunities.	ST	H	\$\$\$\$
26. Increase the quantity of community (non-school) gymnasiums.	...To provide adequate access to multipurpose gymnasium spaces.	MT	M	\$\$\$\$
27. Enhance the quality and quantity of dedicated programming space.	...To appropriately accommodate the direct programming efforts of Greater Vernon Recreation Services and others.	MT	H	\$\$\$\$
28. Enhance the quality and quantity of fitness and walking spaces.	...To provide adequate structured and unstructured fitness opportunities.	MT	M	\$\$\$\$
29. Use the thresholds described herein to determine when the addition of more indoor ice sheets are warranted.	...To determine when additional indoor ice sheets are warranted.	LT	L	n/a
30. Consider enhancing or developing recreation spaces when needs arise, development synergies exist, or partnerships opportunities are available.	...To be able to respond to the ever-changing demands of the Greater Vernon area recreation market.	ST (O)	L	n/a

As can be seen, the list of recommendations is long and spread out over the next fifteen (15)+ years. There will also be financial implications to many. Although daunting, as Greater Vernon Recreation Services is able to implement each recommendation, a heightened level of benefit and value in the area will be achieved and the success of the organization will be enhanced.

Immediate next steps associated with the Plan include the formulation and/or enhancement of policies related to allocations, fees and charges, and sponsorships as well as increasing staffing resources allocated to event coordination. From a recreation facility perspective, assessments of existing facilities as well as the initiation of a feasibility study to better understand the costs and benefits associated with public investment in indoor aquatics, fitness, and program spaces as well as other potential recreation facilities is also expected to occur in the short term.

The intent of this Master Plan is to provide Greater Vernon Recreation Services with long term direction in regards to the provision of recreation services to Greater Vernon residents and visitors. The philosophical foundations and thirty (30) recommendations meant to help achieve it, provide direction in the short, medium, and long term for Greater Vernon Recreation Services and the Greater Vernon Advisory Committee. For every recommendation that is acted upon, enhanced benefit and value will be realized in the Greater Vernon area and recreation will continue to be a valued, essential public service enabling residents and visitors alike to be healthier and more connected to each other and their communities.



As Greater Vernon Recreation is able to implement each recommendation, a heightened level of benefit and value in the area will be achieved.





