



Condensed Pincher Creek Regional Recreation Master Plan

Final: March 30, 2021



expedition
MANAGEMENT CONSULTING

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This document is a condensed version of the Pincher Creek Regional Recreation Master Plan. For more information regarding the project, process, research, analysis, recommendations, and implementation, please see the full Master Plan.

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Summary

Introduction

Recreation, parks, and cultural services provide a variety of benefits to the quality of life of residents in the Pincher Creek region. They also feature prominently in the potential to attract visitors, new residents, and businesses. The Town and Municipal District (M.D.) are committed to the continuation of high-quality services and sound planning to ensure that the region is viewed as an attractive place to grow up, raise a family, enjoy retirement, and lead an active, healthy lifestyle. To assist in achieving this commitment, the Town and M.D. have completed a comprehensive Regional Recreation Master Plan. The plan will provide a firm steppingstone for continued planning in the region, guide future investment in recreation, parks, and culture, and support the long-term success of the region.



Community Overview

Located in the heart of Alberta's wind and energy industries and bounded by the majestic Rocky Mountains to the west, the Pincher Creek region is a largely agricultural region with a storied cultural history and strong ties to western heritage. The Pincher Creek region is located on Treaty 7 Territory, the traditional lands of the Siksika (Blackfoot), Kainai (Blood), Piikani (Peigan), Stoney-Nakoda, and Tsuut'ina (Sarcee) First Nations.

The Town of Pincher Creek is the largest community in the region and acts as the primary service centre for the surrounding district. The vibrant community has excellent recreation assets and is a gateway to a variety of nearby attractions such as Castle Provincial Park, Castle Mountain Resort, Waterton Lakes National Park, Oldman River Reservoir, Beauvais Lake Provincial Park, and the Crowsnest Pass. Pincher Creek has abundant year-round recreation opportunities for residents or visitors that like to fish, hike, bike, ride, ski, soar, and sail. Those same recreational assets can be further leveraged to help employers attract and keep skilled workers, allow family and friends to enjoy time together, and support the economic prosperity of the region. See Appendix C for detailed mapping of Town and M.D. recreation, parks, and culture facilities, amenities, and opportunities.

The Town and M.D. support numerous community associations, who in turn provide community recreational and cultural programs and services to residents. Recreation and culture in the community is largely focused on activities and events for children, youth, and seniors.



Current State

SWOT Analysis

A high-level analysis of the region’s strengths, weaknesses, opportunities, and threats (SWOT) as they relate to recreation, parks, and culture is provided below.

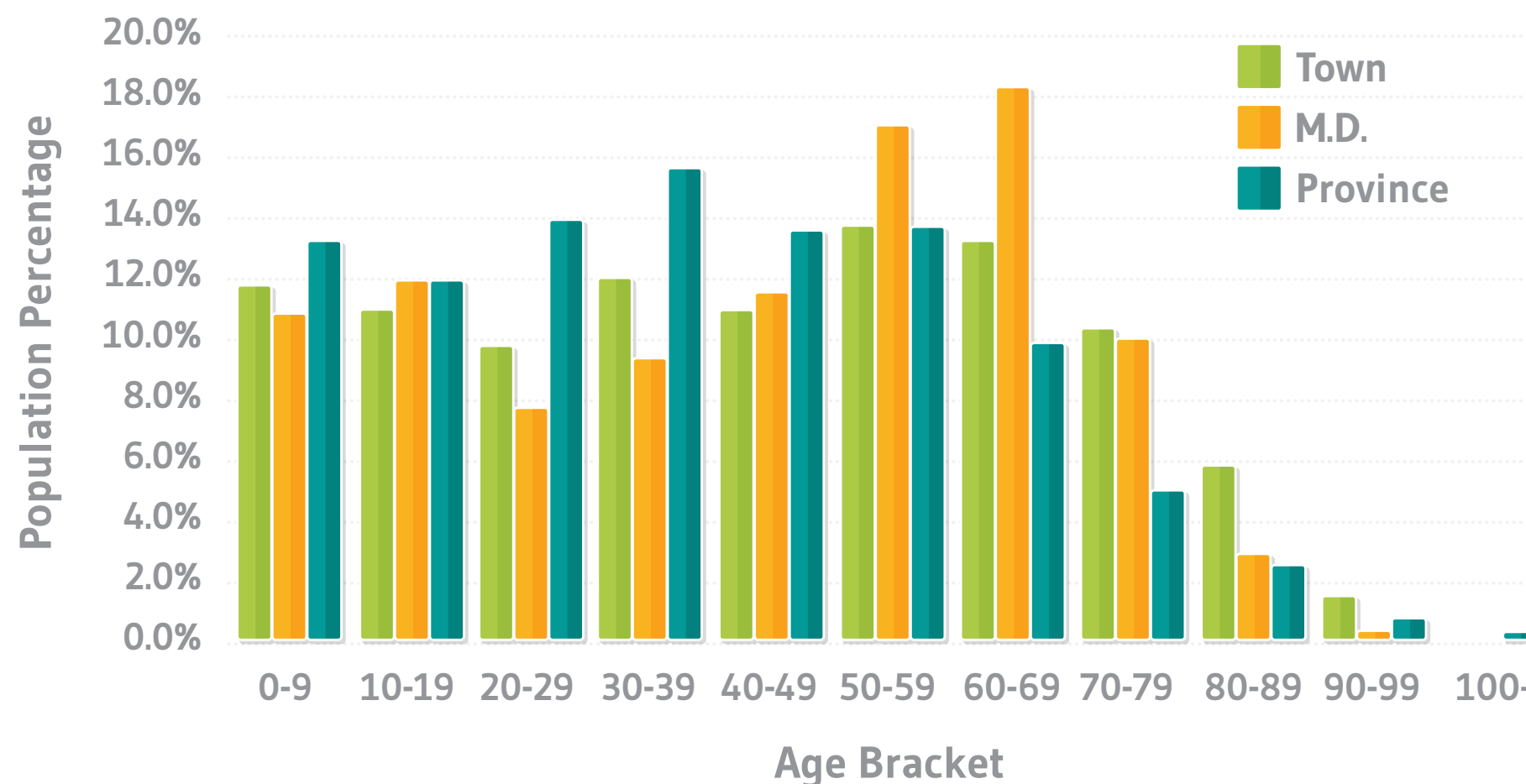
Strengths	Weaknesses
<ul style="list-style-type: none"> • Ample recreation, parks, and culture amenities. • Close proximity to recreation sites, parks, and natural attractions. • The Town is the primary service centre for the region. • Strong investment in recreation, parks, and culture services. • Active community associations and societies. • Strong partnership between the Town and M.D. • Strong resident and stakeholder support for recreation, parks, and culture development. • Rich cultural history in the region. • Strong municipal financial position. 	<ul style="list-style-type: none"> • Some aging infrastructure in need of major upgrades or replacement. • Disconnected trail system. • Lack of integration between recreation and tourism planning. • Communication and engagement of stakeholder groups. • Population has remained steady. • Underutilization of existing facilities. • Declining volunteer base.
Opportunities	Threats
<ul style="list-style-type: none"> • Using recreation and parks to attract and retain residents and investors. • Opportunity for linking tourism assets, recreation assets, and community development in order to increase quality of life for residents, attract visitors, and grow the local economy. • Developing a network of interconnected trails within the town and region. • Revitalizing downtown. 	<ul style="list-style-type: none"> • Lack of retention of young people. • Financial challenges due to the COVID-19 pandemic. • Unpredictable economic situation and population levels due to variable commodity prices. • Balancing the needs and demands of different user groups within the Town and M.D. • Expectations for service delivery may be higher than resources allow.



Community Demographics

The population of the Town of Pincher Creek is 3,642 residents according to the most recent 2016 Federal Census. The Town's median age is 45.1 years old, which is significantly higher than the Provincial median of 36.7 years old. This is due to the Town having a larger proportion of residents over the age of 60 compared to the Province as a whole. Similarly, the age distribution of the 2,965 M.D. residents reveals an even higher median age of 48.1 with a larger proportion of residents above the age of 50. This has implications for recreation, parks, and culture planning because the Town and M.D. are serving an older population whose needs could differ from younger community members. A complete breakdown of the Town, M.D. and provincial age demographics is shown in Figure 1.

Figure 1. Age Distribution Comparison of the Town and M.D. of Pincher Creek to Provincial Average



Comparative Service Level Analysis

The region is within an acceptable range of comparator municipalities for many existing indoor and outdoor recreation, parks, and culture facilities. The Town exceeds comparator service levels for indoor pools, rectangular fields, playgrounds, and dog parks. In order to meet benchmark standards for publicly operated facilities, the Town of Pincher Creek would need to add a programmable centre/hall.



Case for Investment in Recreation, Parks, and Culture

Investment in recreation, parks, and culture services is fundamental to building a healthy, connected, and thriving community. Now more than ever, prioritizing this investment is key to realizing the benefits of recreation, parks, and culture and supporting the economic, social, and environmental health of the community.

Benefits of Recreation, Parks, and Culture

The contribution of recreation, parks, and culture amenities to a community in terms of health, quality of life, and environmental benefits are generally well known, but the linkages between these and a host of broader-reaching benefits are stronger than previously recognized. The Canadian Parks and Recreation Association has compiled research and evidence that points to five broad benefits of recreation.

Enhanced Mental and Physical Well-Being

Recreation and parks have an important role to play in increasing physical activity, which is a crucial factor in physical and mental health. Increased physical activity levels are associated with the presence of trails for walking, hiking and cycling, and organized events, including sport competitions and other attractions. People who participate in recreation have reported improved self-esteem and life satisfaction.

Enhanced Social Well-Being

Experiencing recreational activities has been shown to enhance social well-being. For both children and adults, recreation supports the development and strengthening of social relationships.

Builds Strong Families and Communities

Participation in recreation and culture activities can be an important component of fostering family cohesion, adaptability and resilience while helping to build welcoming communities for people and families from diverse cultures.

Helps People Connect with Nature

Connecting citizens with the natural environment can provide both environmental and human benefits. Exposure to natural environments and greenspaces can have a positive effect on health, including reducing stress levels and improving cognitive development in children.

Economic Benefits

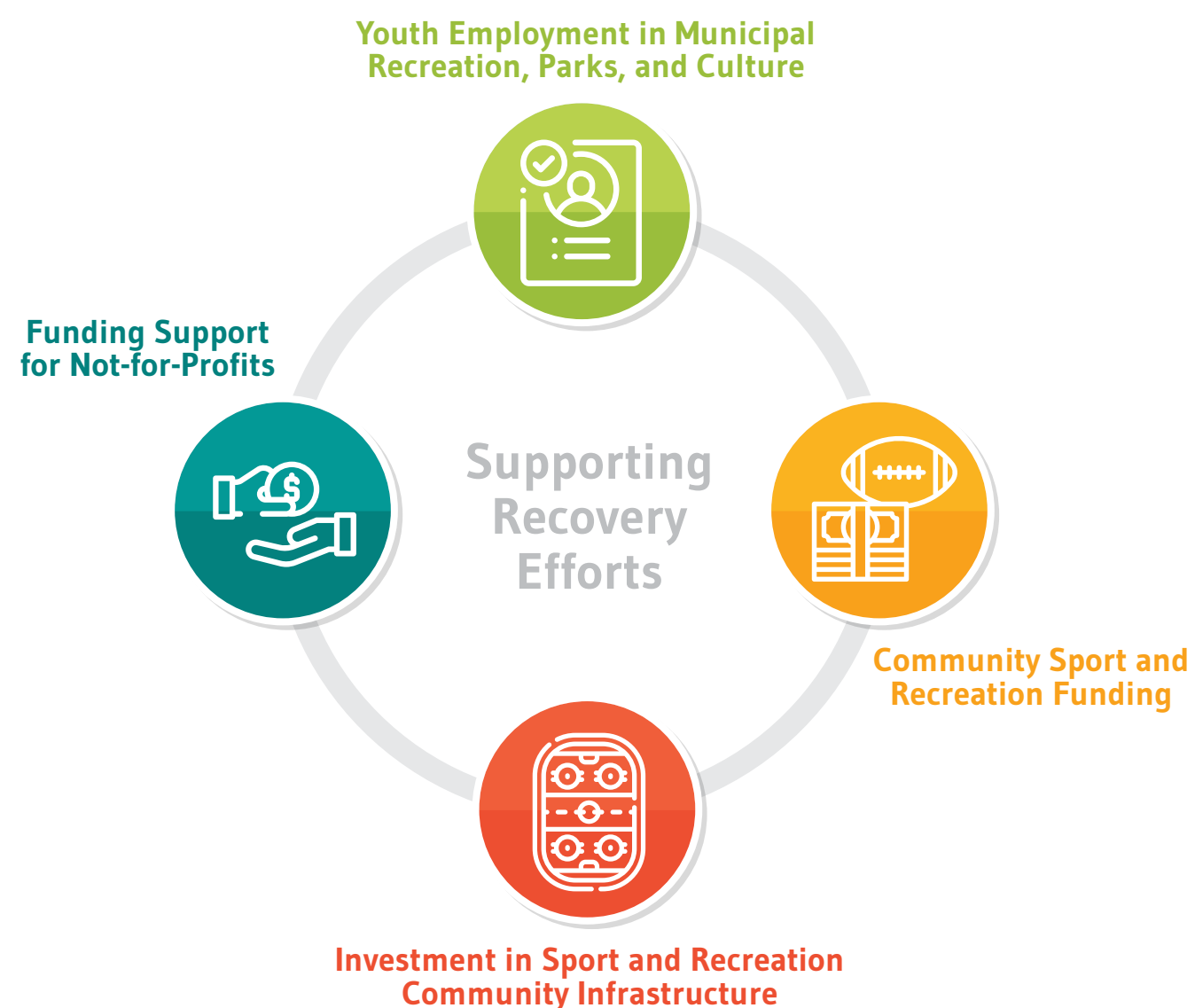
Recreation has been shown to be a powerful contributor to community economic development. Spending on recreation provides local economic benefits, providing employment opportunities, helping to retain existing residents in the area, and attracting new residents and visitors. There are also significant cost savings to the economy through reductions in obesity and other chronic health conditions, strain on social services, and crime.



Supporting Pandemic Recovery Efforts

Access to recreation facilities and programs is a fundamental service for Canadians that will usher in a return of normalcy after COVID-19, especially for children and seniors. Government funding to restore municipal recreation, parks, and culture services is essential. Re-establishing these services as quickly as possible will provide much-needed social, mental, and physical benefits to Canadians. Post-COVID-19, the public is anticipated to have a new and greater appreciation for the benefits of community recreation, parks, and culture services.

The Canadian Parks and Recreation Association has identified four mechanisms to support recreation, parks, culture, and recovery efforts.



Linkages to Tourism

Opportunities for Tourism Development in the Pincher Creek Region



Opportunity for Cultural Tourism

The region is home to an interesting cultural heritage and a wealth of cultural assets. Further development of these cultural assets and programming would create opportunities for improved cultural events and visitation.



Opportunity for Nature-Based Tourism

The region is home to an abundance of attractive natural environments and outdoor recreation amenities. The M.D. is also a gateway to nearby tourism hotspots such as Waterton Lakes National Park, Castle Provincial Park, the Crowsnest Pass, and southeastern British Columbia. Opportunities exist to leverage these existing regional traits to establish Pincher Creek as a renowned nature-based tourism and outdoor recreation destination.



Downtown Development

Development of downtown Pincher Creek in alignment with the Recreation Master Plan and Economic Development Strategy offers significant opportunities to enhance visitation and economic growth. Improved facilities, enhanced businesses, expanded programming, and aesthetic community spaces have the potential to attract visitors to the town.



Opportunity for Sport Tourism

Sport tourism has played a large role in the community. Pincher Creek successfully hosted the inaugural Southern Alberta Summer Games in 1970 and most recently the 50th Games in 2019, along with Games in 1984, 2004, and 2014. Sport tourism has the potential for significant spin off effects for local businesses as the athletes, coaching staff and family members who attend tournaments will need accommodation, food and beverage, and other entertainment options during the course of the sporting events. New and improved facilities offer greater opportunities to attract sporting events of growing size and significance. The Town and M.D. could also explore opportunities for event hosting partnerships with neighbouring municipalities such as the Crowsnest Pass.



Community Engagement

The Master Plan considered the goals and needs of a broad range of community members and groups in the Town. The following figure describes the inputs into the plan.



Community Engagement Results:

- Trails for walking, hiking, biking and skiing were the most important existing outdoor amenity and the most requested new outdoor amenity.
- Regarding the types of indoor and outdoor programming needed, activities that focus on education/skill-building, arts/culture, and court sports were identified by the most respondents.
- In terms of new or improved indoor facilities, upgrades to the curling rink, upgrades to the arena, and the development of climbing gym/wall were most important.
- The most common barrier to participation in recreation, parks, and culture is program/facility scheduling and being unaware of opportunities.
- Some residents of the Town and M.D. are traveling to nearby communities and parks such as the Crowsnest Pass and Waterton Lakes National Park to utilize recreation, parks, and culture facilities and services.
- Respondents to the resident survey indicated that improved marketing, promotion and signage is needed to improve visitation and the visitor experience.
- Stakeholder groups expressed a need to upgrade facilities to better serve their members and the community.
- 95% of stakeholder groups are projecting growth in their organizations over the next five years.
- A majority of resident survey respondents indicated support for an increase in property taxes (54% support) and user fees (56% support), to support recreation, parks, and culture needs.

Resident Survey Controls:

Resident Survey responses were tracked across multiple channels, did not allow duplicate IP addresses, and were thoroughly analyzed to ensure the validity of the results. While some community groups might have mobilized, overall, no evidence of activities intending to skew the survey results was found and the results were deemed valid. Resident survey responses and priorities aligned strongly with other engagement inputs and assessments.

Vision for Recreation, Parks, and Culture

The region has several challenges to face over the coming years, including the social and financial impacts of the COVID-19 pandemic and provincial economic slow down. But perhaps the biggest threat to the region is stagnant population growth and an aging population that is not retaining young people. However, the region is resilient and has made significant recent investments in its people and infrastructure. As the region moves forward with this plan, it will do so in a strategic way that will leverage community assets and build off community strengths. Investment in recreation, parks, and culture will be an integral part of enhancing the social, economic, and environmental value of the community. The statement described below outlines a vision for the future.

Vision for Recreation, Parks, and Culture

By 2031, investment in high quality recreation, parks, and culture services combined with enhanced economic development opportunities will result in significant retention of young people in our region. This will contribute to the sustainability of the community and will encourage vitality, energy, and future growth.

Guiding Principles for Service Delivery

Guiding principles for recreation, parks, and culture service delivery were developed to support the implementation of the Master Plan. The Town and M.D. will:

1. Acknowledge recreation, parks, and culture has an important role to play in keeping young adults in the community, attracting new residents, attracting investment, and improving quality of life for all residents.
2. Ensure recreation, parks, and culture supports the Town and M.D.'s strategic direction.
3. Ensure inclusion and accessibility in all programs, facilities, and services.
4. Provide equitable access to facilities, services and programs which will include a balance between access for:
 - Organized groups and the general public
 - Passive and active endeavours
 - Competitive and non-competitive pursuits
 - Structured and spontaneous activities
 - Diverse ages, cultures, and abilities
 - Indoor and outdoor opportunities
5. Ensure integration and connectivity of indoor, outdoor, and cultural spaces to create a wholistic and rich experience for residents.
6. Seek opportunities to enhance and invigorate Pincher Creek's downtown.
7. Regularly engage with citizens to ensure services are delivered that meet the needs of the community in the most effective way.
8. Ensure public spaces incorporate a high degree of creative design and flexibility of use.
9. Seek solutions that preserve and enhance the natural environment.
10. Undertake sound planning for new developments including a comprehensive review of supply, demand, cost and benefit, and further integration into broader municipal planning.

Top 10 Facility Priorities

The master plan process considered a wide variety of inputs including community engagement, supply/demand analysis, and a review of the demographics of the region (see Appendix A – Evaluation Matrix). Below are the top 10 recommended facility priorities. Detailed action items stemming from the master plan priorities are provided in Appendix B – Implementation Plan.



1. Trail system expansion and enhancement

Develop a comprehensive, well connected trail system throughout the region that will encourage people to get outside and live a healthy, active lifestyle as well as promote active transportation.



3. New curling rink (tied for #3)

In the short to medium-term, the Town and M.D. should further explore developing a new curling rink. New development should include sound business and operational planning to support the sustainability and success of the club. It will be essential for the new curling rink facility to reach out to children, youth, and young adults through enhanced programming specifically directed at these age groups. It is further recommended that the curling rink be highly visible to the general population through architectural enhancements (e.g. glass wall and viewing area).



2. Arena upgrades

In the short-term, it is recommended that the upgrades outlined in the recent arena assessment be completed, dressing rooms should be upgraded, the front lobby should be modernized, and a new façade should be put on the building. In the long-term, once the arena is nearing the end of its useful life or utilization has grown substantially, development of a new arena should be considered. To support future replacement, annual contributions to capital reserves should continue.



5. Regional signage/wayfinding

In the short to medium-term the Town and M.D. should work to develop a network of regional signage for identified areas of visitation. Regional signage should have a consistent theme that matches the brand of the region.



3. Upgrade existing outdoor facilities (tied for #3)

To support greater participation in recreation, parks, and culture activities, well-loved outdoor facilities should be improved through enhanced irrigation at sport fields, wind fencing at the tennis courts, and equipment upgrades at the skatepark.



6. New climbing wall/gym

In the short to medium-term, the Town and M.D. should consider opportunities to develop a climbing space at an existing facility such as the Multi-Purpose Facility (near the water slide), a future multi-use facility or in partnership with the private sector.



7. Arts/culture performance and rehearsal space

In the medium-term, the Town and M.D. should consider opportunities to develop a performing arts and culture space capable of hosting programs, events, and performances for approximately 200 people.



8. Golf Club upgrades

In the short to medium-term, the Town and M.D. should work with the Golf Club to seek opportunities to fund upgrades.



9. Enhanced day use areas and river access

The Town and M.D. should look to develop additional and enhanced staging and day-use areas at key locations throughout the region that include water access, trails, parking, washrooms, picnic tables, and BBQ pits with a strong focus on accessibility.



10. Enhance pool changerooms and leisure elements

In the medium to long-term, the Town and M.D. should invest in strategic upgrades to the pool including enhanced changerooms, an expanded leisure pool, a spray and play structure, and a year-round enclosed water slide.



Top 10 Operational Priorities

In addition to facility development priorities, the master plan process also considered operational action items that will help move the region forward in the coming years. Below are the top 10 recommended operational priorities. Detailed action items stemming from the master plan priorities are provided in Appendix B – Implementation Plan.



1. Better align facility and program scheduling with community need.

In the short-term, it is recommended that the Town and M.D. collect feedback from the community on preferred program scheduling and look to amend the operational hours of key facilities through direct provision or through the support of local organizations.



4. Expand and enhance indoor programming for all ages.

In the short-term, it is recommended that the Town and M.D. expand and enhance the provision of indoor programs directly or in partnership with local groups. Program plans for youth, sport, arts, culture, education, and skill-building should be developed.



2. Position recreation, parks, and culture as a core competitive advantage of the community.

In the short-term, the Town and M.D. should develop strategies for resident attraction and retention broken down by demographics that position the region's recreation, parks, and culture opportunities as a core competitive advantage. The strategies should align with the Regional Recreation Master Plan and other community plans and strategies.



5. Enhance outdoor programming.

The Town and M.D. should enhance the provision of outdoor programs that focus on a variety of categories including parks, trails, education, skill-building, culture, and fitness.



3. Hire a community development and programming officer.

It is recommended that the Town and M.D. add a community development and programming officer in the short to medium-term. The role of this position will be:

1. Aid in the provision of recreation, parks, and culture programs for residents.
2. Build capacity among stakeholder groups to offer programs.
3. Educate and build the local volunteer base.
4. Direct programming where gaps exist.



6. Improve the communication of recreation, parks, and culture information, opportunities, and mapping.

The Town and M.D. should work to improve communications by improving online information, facilitating collaboration, and enhancing print information and signage.



7. Develop a regional tourism strategy.

Develop a regional tourism strategy to provide a shared vision for tourism, a framework for stakeholders to collaborate, and a direction for tourism development in the Pincher Creek region. The strategy should align with the Regional Recreation Master Plan, Economic Development Strategy, and other community plans and strategies.



8. Support downtown vitality and walkability.

The Town and M.D. should prioritize opportunities to develop facilities, programs, and events near the downtown core to promote downtown vitality. Opportunities to improve the walkability of the area, provide better access to the creek, and enhance the visual aesthetic of downtown should be explored.



9. Enhance tourism marketing, promotion, and signage.

In the short-term, it is recommended that the Town and M.D. enhance regional tourism marketing and promotion through social, digital, and print media in a coordinated campaign that clearly identifies the region's tourism identity and offerings.



10. Seek opportunities for collaboration and partnership with stakeholder groups and nearby attractions/communities.

In the short-term, the Town and M.D. should seek to establish partnerships and enhanced offerings with nearby attractions such as Castle Mountain Resort, Castle Provincial Park, Waterton Lakes National Park, and the Crowsnest Pass.





Conclusion

The Master Plan puts forward a strategic direction that will guide the community toward its vision to deliver high quality recreation, parks, and culture services, enhance economic development opportunities, and retain young people.

Implementation of the Master Plan will require investment and concerted effort on the part of the Town, the M.D., funding partners and the community. This investment will ensure that the enhanced recreation, parks, and culture system is recognized as a core strength of the community, contributing to the sustainability of the community and encourage vitality, energy, and future growth.

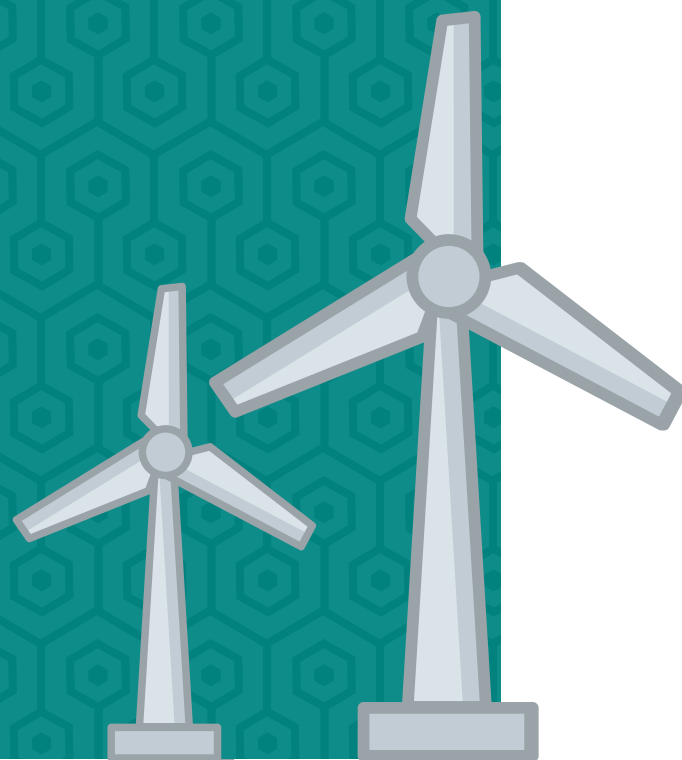
Important Note:

It is recommended that the Town and M.D. utilize the Capital Project Development Process and create business cases for major capital projects prior to committing to development (see Appendix H of the full master plan). Utilize the master plan as a starting point and re-adjust priorities as detailed costs and benefits are identified.

APPENDIX A: Evaluation Matrix

The following evaluation matrix was established to prioritize important recommendations involving potential capital projects. The process provides greater weighting to community engagement as three indicators relate to engagement results. This matrix can be further utilized by the Town and M.D. when considering future development priorities. In future years, the weighting of each indicators should be considered and amended based upon importance to the community at that point in time.

Evaluation Indicators												
Scoring Chart 0 = clearly does not support 1 = somewhat supports 2 = clearly supports 3 = exceedingly supports	Public Engagement	Stakeholder Engagement	Council Engagement	Comparator Benchmarks	Facility Utilization	Supply/Existing Condition	Future Growth Projections	Trends	Strategic Alignment	Public Access	Cost/Benefit	Total Score
	1. Trail system expansion and enhancement	3	2	2	1	3	2	2	2	3	3	2
2. Arena upgrades	3	2	2	2	3	2	2	2	3	2	1	24
3. Upgrade existing outdoor facilities (sport field irrigation, skatepark equipment, and wind fencing)	2	2	2	2	2	2	2	2	2	3	2	23
3. New curling rink	3	2	2	2	3	2	2	1	3	2	1	23
5. Regional signage/wayfinding	2	2	2	2	2	2	2	2	2	2	2	22
6. New climbing wall/gym	3	1	1	1	2	3	1	2	3	2	2	21
7. Arts/Culture performance and rehearsal space	2	2	2	1	2	3	2	2	2	2	1	21
8. Golf Club upgrades	3	2	2	2	2	2	1	1	1	2	2	20
9. Day use areas and river access	2	2	2	2	2	1	2	2	2	2	1	20
10. Enhance pool changerooms and leisure elements	1	1	1	2	2	2	2	2	2	3	2	20



A variety of evaluation indicators were used to develop a total score for each recommendation. Descriptions of the indicators are shown below.

Indicators	Description
Public Engagement	Public support for the recommendation based on the resident survey and engagement sessions/stations.
Stakeholder Engagement	Stakeholder support for the recommendation based on the stakeholder survey, interviews, and engagement sessions/stations.
Council Engagement	Town and M.D. Council support from the Council Input Workshops.
Comparator Benchmarks	The degree to which the recommendation aligns with needs identified by comparator benchmarks.
Facility Utilization	The degree to which the facility is utilized by the community.
Supply/Existing Condition	The degree to which the recommendation addresses gaps in regional facility supply and current facility condition.
Future Growth Projections	The degree to which the recommendation is supported by activity participation, general population, and demographic growth.
Trends	The degree to which the recommendation is supported by trends in recreation, parks, culture, facility development, and tourism.
Strategic Alignment	The degree to which the recommendation aligns with the Master Plan and other community strategies and plans.
Public Access	The degree to which the facility is accessible to the public.
Cost/Benefit	The estimated cost/benefit or return on investment the recommendation is projected to create.



APPENDIX B: Implementation Plan

This section provides a detailed plan for implementing the priorities identified for recreation, parks, and culture in the Pincher Creek region.

Categories, Priorities and Action Item Charts

The Action Plan is divided into categories, priorities, and action items. Within each priority, specific action items have been established that clearly describe the steps that should be taken to achieve the objective. The action items will also assist the Town and M.D. in evaluating the success of the plan moving forward. Each action item has been assigned a suggested priority rating, estimated cost, and anticipated timeline for implementation.

Priority Criteria

- Low Priority (L) There is considerable community benefit, however; because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a lower priority at this time.
- Medium Priority (M) There is a considerable community benefit, however; because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a lower priority than high priority items at this time.
- High Priority (H) There is a strong community benefit, and because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a high priority at this time.

Cost Criteria

- Low Cost (L) Less than \$25,000
- Medium Cost (M) \$25,000 - \$100,000
- High Cost (H) More than \$100,000

Implementation Timeline

- Short Term (S) 2021 - 2025
- Medium Term (M) 2026 - 2030
- Long Term (L) 2031 - 2040

Organizational Lead

The Town and M.D. will take the lead role in implementing the master plan. The Town and M.D. are encouraged to seek partnerships with stakeholder groups, neighbouring communities, provincial ministries, and other applicable groups wherever possible to leverage available resources. Residents can also be engaged through task forces and committees to help contribute to implementation.

Quick Wins



A blue star indicates that an action item is a “Quick Win.” Quick wins are actions that can be implemented within a year or two, have a high probability of success and have a relatively low cost.

Highest Priority Items



An exclamation mark identifies items that should be considered the highest priority in the short term.

Future Planning, Evaluation, and Reporting

A key component of the success of the Master Plan will be the evaluation of its initiatives. The action plan should be reviewed bi-annually, at which time priorities should be re-evaluated and a discussion of any variances should occur in reference to key performance indicators (KPI’s). If new projects are added (or old projects removed) as the plan progresses, this should be done by weighing the relative priority of all projects in the plan. The action plan should be updated on a yearly basis; therefore, the third quarter evaluation period will set the stage for the updated version of the plan. In the fourth quarter, the updated plan should be formalized and a draft approved by the end of the year.

Implementation Considerations

In total, the Implementation Plan identifies 53 action items, grouped into 25 separate priorities. Attempting to complete all initiatives concurrently will stretch the resources and limit the focus of the Town and M.D. as they implement the plan. Therefore, it is recommended that implementation of the plan begin with the highest priority items and quick wins.

1. Indoor Facilities and Programming

Legend:

Priority/
Cost
L (Low)
M (Medium)
H (High)

Timeline
S (2021-2025)
M (2026-2030)
L (2031-2040)

★ Quick Win

! Highest Priority Items

Master Plan Priorities	Action Items	Priority	Timeline	Cost
A. Ice Arena Upgrades	! 1.A.1 Complete the recommended upgrades outlined in the 2020 Facility Lifecycle Assessment.	H	S – M	H (\$1.3M)
	1.A.2 Upgrade the dressing rooms to allow for more space in each room and create a new dressing room for use by other genders or special groups.	H	S – M	H (Feasibility study needed)
	1.A.3 Upgrade and modernize the front lobby of the arena.	M	S – M	H (Feasibility study needed)
	1.A.4 Provide enhancements to the façade of the arena and Multi-Purpose Facility.	M	M	H (Feasibility study needed)
	1.A.5 Continue to contribute annual funds to capital reserves to support future replacement.	M	Ongoing	H
B. Curling Rink Development	! 1.B.1 Develop a new curling rink.	H	S – M	H (\$5-6M)
	1.B.2 Expand and enhance programming and opportunities for children, youth, and young adults.	H	S	L
	1.B.3 Ensure the facility is highly visible to the public through architectural enhancements.	H	S – M	H
C. Expand and Enhance Indoor Programming for All Ages	! 1.C.1 Develop recreation and culture program plans and enhance programming for a wide variety of interests and ages.	H	S	L
	★ 1.C.2 Provide support to local groups and organizations to encourage the development of recreation and culture events and programs.	H	S	L
D. Develop a Climbing Gym or Wall	! 1.D.1 Explore opportunities to develop a climbing gym or wall at the Multi-Purpose Facility, another existing municipal facility or through partnership with local organizations or the private sector.	H	S	H (\$300-400k)
E. Develop a Performing Arts and Culture Multi-use Space	! 1.E.1 Develop a performing arts/culture multi-use space.	H	M	H (\$1M)



1. Indoor Facilities and Programming

Legend:

Priority/
Cost L (Low)
M (Medium)
H (High)

Timeline S (2021-2025)
M (2026-2030)
L (2031-2040)

 Quick Win

 Highest Priority Items

Master Plan Priorities	Action Items	Priority	Timeline	Cost
F. Upgrade the Pool	 1.F.1 Enhance the changerooms for improved accessibility and greater facility utilization.	M	M – L	H (Feasibility study needed)
	1.F.2 Expand the leisure pool, add a spray and play structure, and enclose the water slide for year-round utilization.	M	M – L	H (Feasibility study needed)
G. Multi-use Facility	1.G.1 Consider the need to develop a multi-use facility to accommodate new programs, services, and increased demand. The facility could include the following components: fieldhouse, multipurpose space, playgrounds, court space, or indoor running/walking track.	M	M – L	H (Feasibility study needed)



2. Outdoor Facilities and Programming






Legend:

Priority/
Cost L (Low)
M (Medium)
H (High)

Timeline S (2021-2025)
M (2026-2030)
L (2031-2040)

 Quick Win

 Highest Priority Items

Master Plan Priorities	Action Items	Priority	Timeline	Cost
A. Expand and Enhance the Trail System	 2.A.1 Develop a network of interconnected Town trails, wider sidewalks, and open spaces as identified in Map 4. <ul style="list-style-type: none"> Increase the length of overall paved trail network within the Town. Enhance site amenities within all parks. Provide enhanced maintenance for year-round use. 	H	S	H
	2.A.2 Consider the development of regional bike trails from the town to other communities and popular recreation areas (as shown in Map 2).	M	M – L	H
B. Enhance Outdoor Programming	 2.B.1 Develop a set of programs focused on parks and trails.	H	S	L
	 2.B.2 Partner with regional arts, culture, and heritage groups to enhance the provision of outdoor cultural programs	H	S	L
	2.B.3 Develop a set of programs focused on outdoor education and skill-building.	H	S	L
	2.B.4 Develop registered and drop-in outdoor fitness programs during the summer and winter months.	H	S	L
C. Upgrade Existing Outdoor Facilities	 2.C.1 Install wind barriers/fencing at the tennis courts and other strategic locations such as playgrounds or parks.	H	S - M	M (\$50-100k)
	2.C.2 Improve sport field irrigation.	H	S – M	H (Depending on system)
	2.C.3 Upgrade the equipment at the skatepark.	M	S – M	M – H
D. Continue to Support the Pincher Creek Golf Course	 2.D.1 Continue to provide operational funding support to golf course.	H	Ongoing	M
	2.D.2 Explore opportunities to enhance local offerings, improve business planning, create recreational efficiencies, and utilize the golf club for activities and events in the off-season.	H	S - M	L
	2.D.3 Explore opportunities to provide support for upgrades.	M	S - M	H (\$750K)
E. Crime Prevention Through Environmental Design	2.E.1 Incorporate CPTED guidelines in all future outdoor facility planning.	M	Ongoing	L
	2.E.2 Review existing outdoor facilities utilizing CPTED guidelines and enhance the crime prevention qualities of existing spaces.	M	Ongoing	L





3. Tourism Linkages








Legend:

**Priority/
Cost** L (Low)
M (Medium)
H (High)

Timeline S (2021-2025)
M (2026-2030)
L (2031-2040)

 Quick Win

 Highest Priority Items

Master Plan Priorities	Action Items	Priority	Timeline	Cost
A. Position Recreation, Parks, and Culture as a Core Competitive Advantage  	3.A.1 Develop strategies for resident attraction and retention broken down by demographics that position the region’s recreation, parks, and culture opportunities as a core competitive advantage.	H	S	L
B. Develop a Tourism Strategy 	3.B.1 Develop a regional tourism strategy to support tourism growth and development.	H	S – M	M
C. Support Downtown Vitality and Walkability 	3.C.1 Prioritize opportunities to develop facilities, programs, and events near the downtown core to promote downtown vitality.	H	Ongoing	L
	3.C.2 Explore opportunities to improve the walkability of the area, provide better access to the creek, and enhance the visual aesthetic of downtown.	M	S – M	L – M
D. Enhance Tourism Marketing, Promotion, and Signage  	3.D.1 Enhance regional tourism marketing and promotion through social, digital, and print media.	H	S	M
	3.D.2 Develop a network of regional signage and wayfinding for identified areas of visitation. Regional signage should have a consistent theme that matches the brand of the region.	H	S – M	M – H
E. Improve Access to Outdoor Recreation Assets 	3.E.1 Provide improved access to outdoor recreation assets such as the town creekside, and Oldman River.	H	S – M	M – H (Water access study needed)
F. Collaboration with Nearby Attractions 	3.F.1 Explore opportunities to establish partnerships and enhanced offerings with nearby attractions such as Castle Mountain Resort, Castle Provincial Park, Waterton Lakes National Park, and the Crowsnest Pass.	M	S – M	L – M



4. Service Delivery, Community Partnerships, and Communication

Legend:

Priority/
Cost L (Low)
M (Medium)
H (High)

Timeline S (2021-2025)
M (2026-2030)
L (2031-2040)

★ Quick Win

! Highest Priority Items

Master Plan Priorities	Action Items	Priority	Timeline	Cost
A. Better Align Facility and Program Scheduling with Community Need	★ ! 4.A.1 Collect feedback from the community on preferred program scheduling and look to amend the operational hours of key facilities.	H	S	Depending on feedback
B. Maintain the Town and M.D.'s Role in Service Delivery	! 4.B.1 Hire a community development and program officer to aid in programming, build capacity among stakeholder groups to offer programs, build the local volunteer base, and program directly.	H	S – M	M
	★ 4.B.2 The Town and M.D. should maintain their shared role in recreation, parks, and culture service delivery.	H	Ongoing	L
C. Improve Communication	! 4.C.1 Improve the layout and organization of topics on the Town website landing page to make it easier for different groups to find the information they need.	H	S	L
	4.C.2 Consider the development of a printed communication channel for activities, programs, events, and opportunities for community engagement.	H	S	L
	4.C.3 Continue to develop the network of prominent recreation, parks, culture, and community signage throughout the Town.	M	S – M	M
	4.C.4 Host regular regional recreation, parks, and culture forums for residents and stakeholder groups to improve communication and collaboration.	M	Ongoing	L
D. Evaluate New Partners	4.D.1 Evaluate new partnership arrangements based on the criteria in Section 8.	M	Ongoing	L
E. Capital Project Evaluation	4.E.1 Implement the process identified in Appendix G for evaluating major capital development projects.	H	Ongoing	L



4. Service Delivery, Community Partnerships, and Communication

Legend:

Priority/
Cost L (Low)
M (Medium)
H (High)

Timeline S (2021-2025)
M (2026-2030)
L (2031-2040)

★ Quick Win

! Highest Priority Items

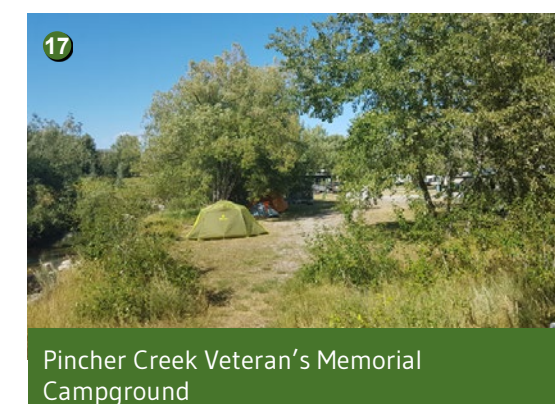
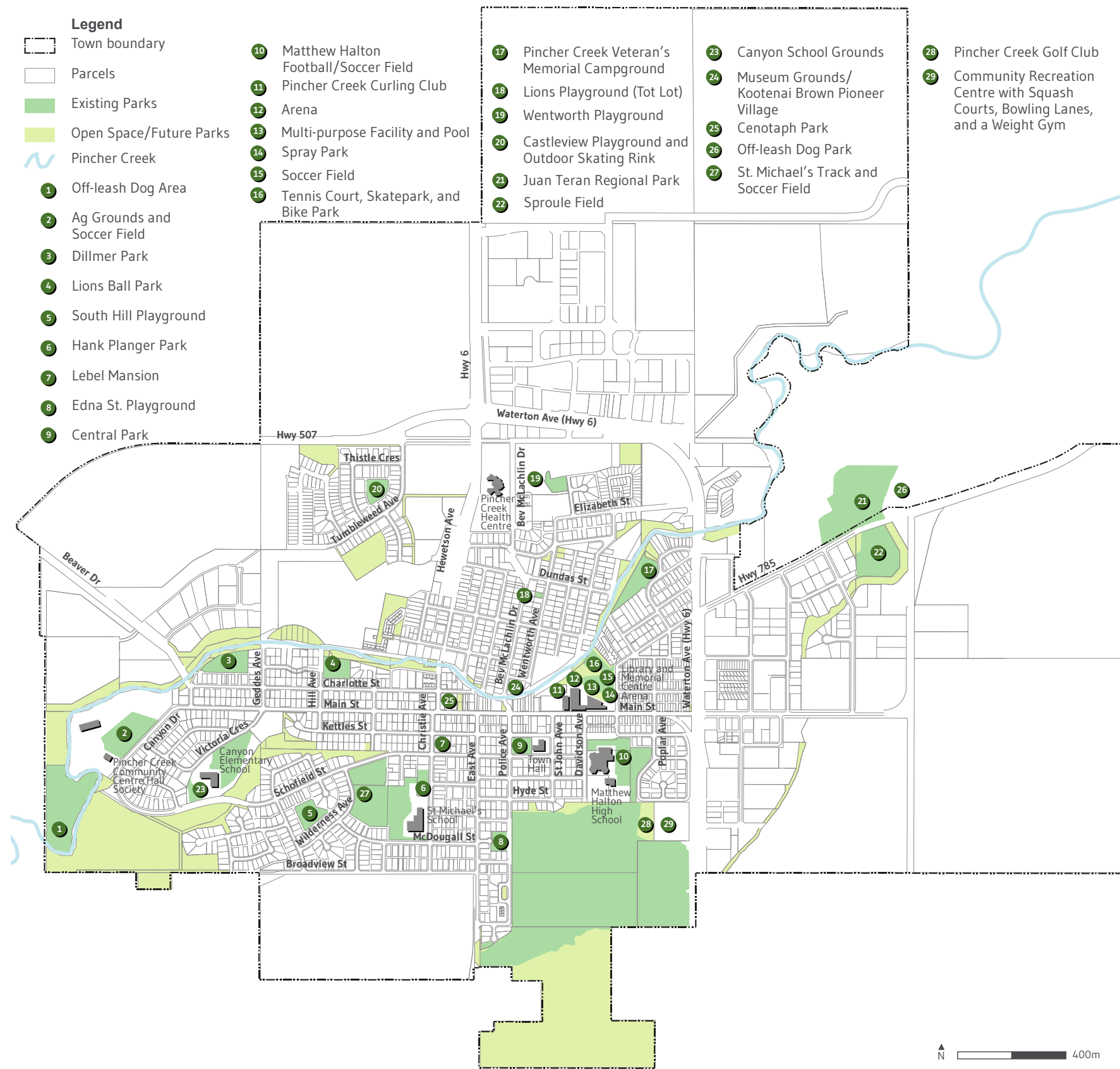
Master Plan Priorities	Action Items	Priority	Timeline	Cost
F. Implement New Policies	4.F.1 Develop a Municipal Naming Policy that outlines a framework for naming municipal facilities. Consider the creation of a Naming Committee.	H	S	L
	4.F.2 Amend existing development and design standards to include greater opportunities for trails and parks development in new neighbourhoods.	H	S	L
	4.F.3 Develop a Pandemic Plan that supports an approved municipal emergency plan and business continuity plans with strong consideration for the impact to recreation, parks, and culture services.	H	S	L
	4.F.4 Align the Economic Development Strategy currently under development and all other Town and M.D. strategies with each other and the Regional Recreation Master Plan to ensure the efforts and investments of the Town and M.D. provide maximum value to the community.	H	Ongoing	L
	4.F.5 Develop a percent for art policy that contributes capital funding to support the development and showcasing of public art.	M	Ongoing	L – M
	4.F.6 Establish guidelines and criteria for recreational land acquisition and trail development policies to support regional recreation, parks, and culture development. See Appendix J for an expanded set of recommended criteria and guidelines for consideration.	M	S	L
G. Funding Recreation, Parks, and Culture	4.G.1 Explore a variety of financial strategies and opportunities in order to achieve more objectives identified in this Master Plan and to mitigate the anticipated capital and operational budget impacts. For an expanded discussion of funding opportunities see Appendix K.	H	Ongoing	L



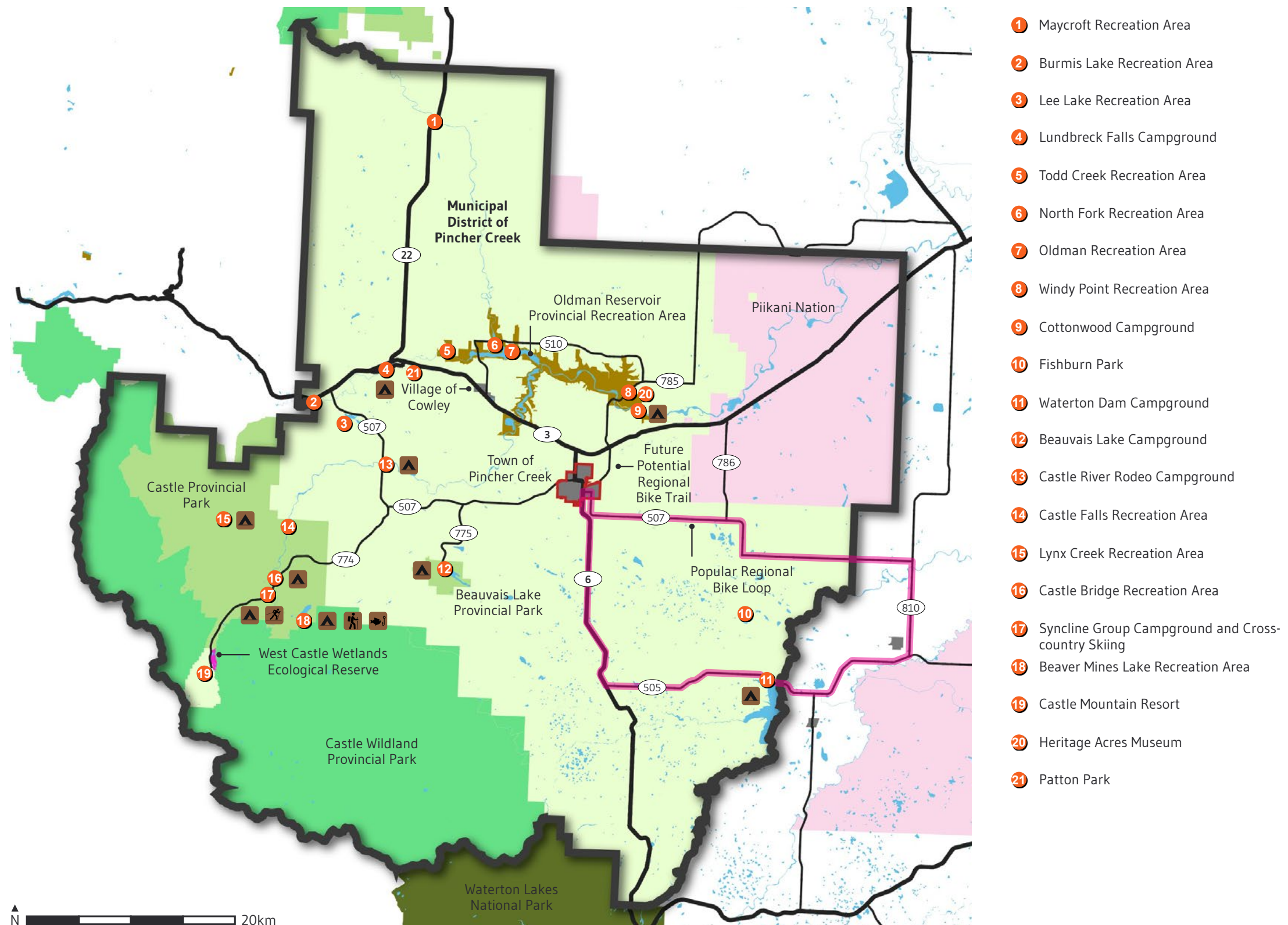
APPENDIX C: Mapping

The following maps were developed to support the master plan and identify opportunities for enhancements to recreation, parks, and culture facilities and services.

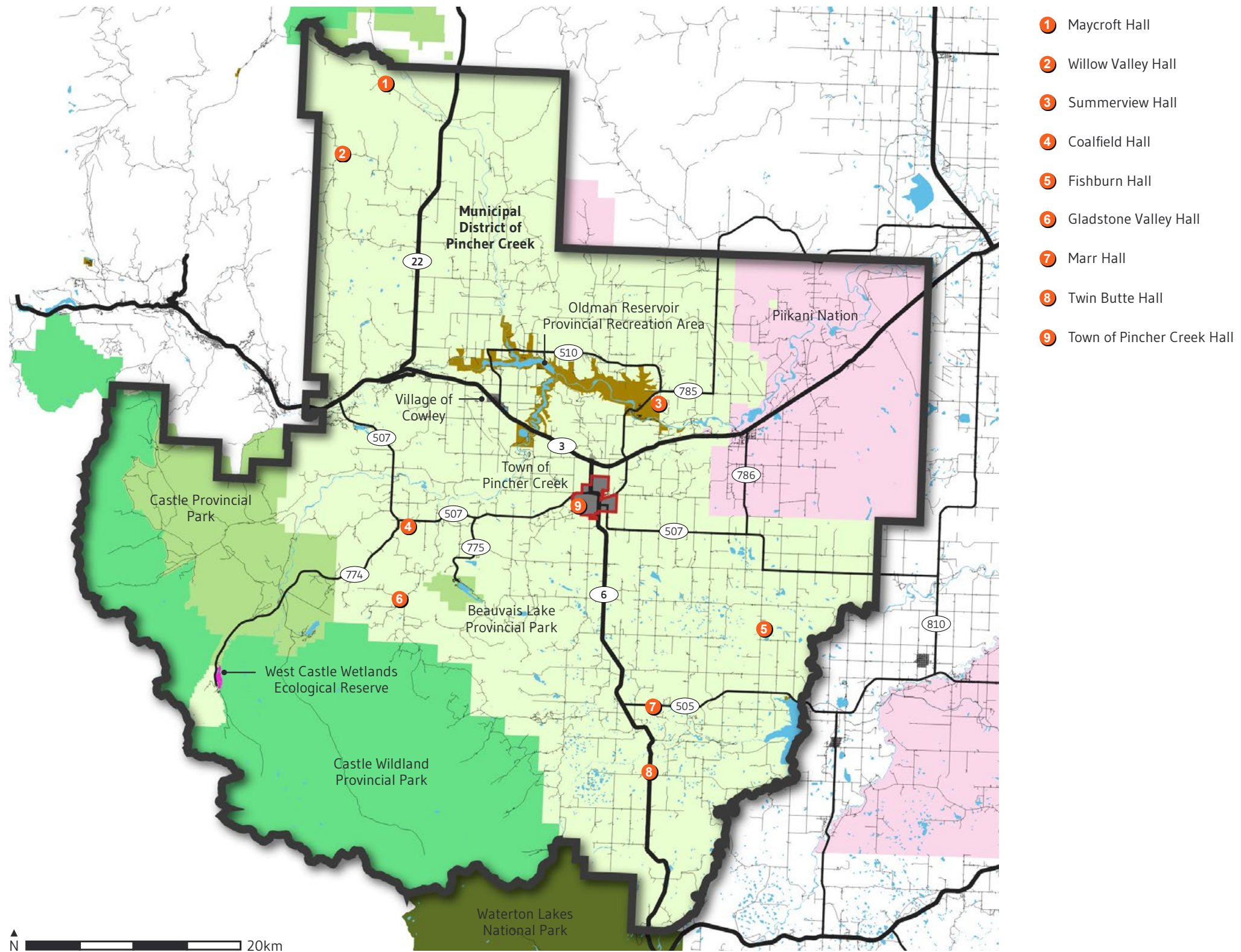
Map 1. Town of Pincher Creek Recreation, Parks, and Culture Facilities Map



Map 2. M.D. of Pincher Creek Regional Recreation Assets



Map 3. M.D. of Pincher Creek Community Halls



Map 4. Opportunities for New Trails and Improved Pedestrian Connections – Town of Pincher Creek

