



IMPLEMENTATION STRATEGY

PARKS & RECREATION MASTER PLAN

October 25, 2023

CITY OF
COURTENAY

URBAN
SYSTEMS





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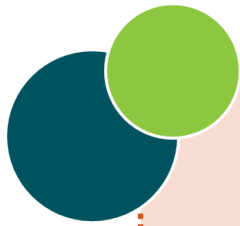
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1.1 INTRODUCTION

The City's Parks and Recreation Master Plan (PRMP) was completed in 2019 and identifies the parks and recreation land, facilities, amenities, programs, and resources that the City of Courtenay will need over the next 10 years and beyond to meet the needs of the community.

Parks and Recreation Master Plan Vision



Parks and recreation in Courtenay support a healthy, engaged, and inclusive community with a high quality of life. Key features are the diverse parks, interconnected trails for all ages and abilities, natural areas throughout the City, and multi-use and accessible spaces for indoor and outdoor recreation. The City is forward-thinking and addresses trends and emerging needs in parks and recreation.

The following are the goals for parks and recreation based on community input received in the PRMP development process:

1. Improve Connectivity
2. Foster a Healthy and Active Community
3. Provide Access for All
4. Protect and Enhance Beauty
5. Protect and Enhance the Environment
6. Connect Parks and Recreation with Culture
7. Enhance Communication and Partnership
8. Practice Sound Financial Management

The PRMP covers a wide range of topics: outdoor recreation – parks and trails land, design, and amenities; indoor recreation – facilities, programs and services; and special events and culture. The recommendations are grouped into categories that differ in implementation: planning and design, land acquisition, capital development, and service delivery. The recommendations are based on analysis of existing conditions, projected growth, trends and future needs, and community

engagement. The Parks and Recreation Master Plan is the foundational document for the Implementation Strategy and should be read in conjunction with the Implementation Strategy.

1.2 IMPLEMENTATION STRATEGY

Following the adoption of the Parks and Recreation Master Plan in September 2019, the City initiated work to develop a more detailed implementation strategy. This work was delayed due to the COVID-19 pandemic however remained a priority for the City to support the prioritized implementation of recommendations contained within the PRMP. The goal of the Implementation Strategy is to objectively identify a prioritized approach to implementation of approximately 56 recommendations within the Parks and Recreation Master Plan. The Implementation Strategy defines the priorities, phasing, departmental responsibilities, and estimated costs for implementing PRMP recommendations. It also links recommendations with the Official Community Plan that was updated in 2022 and identifies other relevant strategic documents that should be considered when carrying out each recommendation. This process results in an implementation strategy with 98 PRMP tasks which are phased to be completed over the next ten years.

Each recommendation will be carried out in accordance with the engagement and planning processes identified within the Parks and Recreation Master Plan, and in alignment with the recommendations regarding design standards and guidelines. Community engagement approaches, park planning, and strategic plan development are further guided by the cardinal directions of the OCP: Reconciliation, Climate Action, Community Well-Being, and Equity.

To facilitate the prioritization of the PRMP recommendations, a set of criteria was developed using the OCP Cardinal Directions, vision, and goals and the PRMP vision, goals, and objectives. These criteria were defined and selected in order to strategically prioritize the PRMP recommendations in support of achieving the City's articulated goals and priorities. Following establishment of the prioritization criteria, a weighting was applied to reflect the value of each criteria in relation to its impact on the prioritization of each recommendation, once again based on the defined vision and goals of the OCP and PRMP.

The following table outlines the criteria and weighting used to prioritize the PRMP recommendations:

PRIORITIZATION CRITERIA		
Criteria	Definition	Weight
Community Priorities and Strategic Alignment	There is high community support for the improvement, aligns with Council priorities, reflects trends, consistent with OCP direction and input	X2
Safety and Reliability	Will mitigate risks of concern, relates to condition assessments and asset management plans	X2
Community Well-being and Equity	Supports healthy lifestyles; addresses accessibility, inclusion and diversity; connection and belonging; serves equity-seeking groups; serves large number of people; addresses gaps in service; takes action on reconciliation	X1.5
Lifecycle Costs	Limited capital costs, maximizes public resources, considers resources required for ongoing operations and maintenance	X1
Climate Resilience	Increases mitigation of or adaptation to climate change, including consideration of GHG emissions, flood mitigation, food security, urban forest, conservation, and ecosystem sustainability	X1
Opportunity for Funding and Partnerships	Potential for partnership funding and/or creating new or maintaining community partnerships; working together with community partners	X0.5

Each recommendation of the PRMP was then scored according to the following table, with the total score being used to rank and categorize each recommendation into short, medium, and long-term implementation priorities. The outcomes of this exercise are summarized in the implementation tables contained in this Implementation Strategy (Appendix A and Appendix B).

PRIORITIZATION CRITERIA SCORING

Criteria	High (3)	Moderate (2)	Low (1)	No Score
Community Priorities and Strategic Alignment	High community support, significant alignment with Council priorities, reflects trends, consistent with OCP	Moderate community support, alignment with Council priorities, trends, and OCP	Low community support, alignment with Council priorities, trends, and OCP	Does not relate to these criteria
Safety and Reliability	High mitigation of risk, major improvement to safety of asset	Moderate mitigation of risk and improvement to safety of asset	Low mitigation of risk and improvement to safety of asset	Not applicable
Community Well-being and Equity	High contribution to healthy lifestyles, accessibility, inclusion, and diversity, connection and belonging, equity; serves large number of people; addresses major gaps in service; takes action on reconciliation	Moderate contribution to healthy lifestyles, accessibility, inclusion and diversity, connection and belonging, equity; serves moderate number of people; addresses minor gaps in service; takes some action on reconciliation	Low contribution to healthy lifestyles, accessibility, inclusion and diversity, connection and belonging, equity; serves small number of people	Does not relate to these criteria
Lifecycle Costs	Limited capital costs, low use of public resources, minimal new costs for operations and maintenance	Moderate capital costs and use of public resources, moderate new costs for operations and maintenance	High capital costs, high use of public resources, high new costs for operations and maintenance	Not applicable
Climate Resilience	High mitigation of or adaptation to climate change, including consideration of	Moderate mitigation of or adaptation to climate change, including consideration	Low mitigation of or adaptation to climate change, including consideration of GHG emissions, flood	Not applicable

	GHG emissions, flood mitigation, food security, urban forest, conservation, and ecosystem sustainability	of GHG emissions, flood mitigation, food security, urban forest, conservation, and ecosystem sustainability	mitigation, food security, urban forest, conservation, and ecosystem sustainability	
Opportunity for Funding and Partnerships	High potential for external funding and community partnerships	Moderate potential for external funding and community partnerships	Low potential for external funding and community partnerships	Not applicable

1.3 IMPLEMENTATION TABLES

Following application of the prioritization criteria, weighting, and scoring methodology, the PRMP recommendations were put into two implementation tables:

- Appendix A: Project Phasing
- Appendix B: Project Type

Appendix A: Project Phasing provides a high-level overview of the phased implementation of the PRMP recommendations describing what projects will be completed when and on what time scale. Appendix B: Project Type provides a more detailed description of the implementation approach for each recommendation based on PRMP category including high level descriptions of proposed phasing, estimated costs, budget type (capital or operating), departmental responsibilities, comments, and other relevant City strategic documents. Additional operating costs incurred as a result of the implementation and or construction of new parks or amenities are not included in the tables.

The phased implementation of the recommendations is as follows:

- Completed (since 2019)
- In Progress: the project is currently underway
- Ongoing: the project happens consistently over time
- Short Term: 1 - 3 years
- Medium Term: 4 - 6 years
- Long Term: 7 - 10 + years

For short-term capital projects, order-of-magnitude costs are provided, with Class D cost estimates included where available. For medium term and long-term projects, relative costs are provided per the ranges below:

- N/A: completed, funded in current operating budgets, or part of other identified projects
- Low: under \$100,000
- Medium: \$100,000 - \$500,000
- High: over \$500,000

Departmental responsibilities have been assigned based on current organizational structures, roles and responsibilities, however many recommendations will require interdepartmental collaboration and consultation.

- Recreation, Culture and Community Services is responsible for carrying out the strategic park and recreation planning for each project, including guiding service level standard development.
- Development Services will lead the development of the local area plans, related development services and zoning bylaw amendments, and ensure developers meet the established guidelines for park and greenway contributions.
- Public Works Services is responsible for the operational repair and maintenance of park and recreation assets, and meeting asset management service levels established by the PRMP recommendations.
- Engineering Services is responsible for major capital upgrades and new capital project management for parks and recreation infrastructure including detailed design and construction.

Departmental responsibilities, as outlined in Appendix B – Project Type, will require annual review and updating as priorities evolve and departmental resources and capacity are considered.

Comments are provided in Appendix B where the PRMP Implementation Strategy departs from the original PRMP recommendations or an update on the progress of a project can be provided.

Recreation, Culture and Community Services has overall responsibility for ensuring the Parks and Recreation Master Plan recommendations are implemented according to the Implementation Strategy. As noted in the PRMP, implementation will also occur through City and regional partnerships, parkland acquisition through the development process, Development Cost Charges, capital development through projects led by other departments and developers, and grant opportunities. It is recommended that the Implementation Strategy be reviewed and updated annually as part of the City's strategic and financial planning processes. The timing of projects may change based on Council's strategic priorities, internal capacity, funding availability, and the completion of associated strategic planning documents (e.g., Trail Planning and Design Strategy).

1.4 ASSET MANAGEMENT AND SERVICE LEVELS

Asset management and service levels are interrelated with implementation strategy of the Parks and Recreation Master Plan. As the City adds to and improves park and recreation infrastructure, the City's asset management inventory and risk registry will be updated. This will help to identify maintenance requirements and future asset renewal or replacement projects.

Implementation of the PRMP is also dependent on establishing services levels. The quality, quantity, and types of assets, and associated maintenance, vary with the park classifications as outlined in the PRMP. Part of the Implementation Strategy includes development and implementation of service level standards and amenity provision that will be integrated into planning efforts and departmental responsibilities accordingly.

Operating budgets required after completion of construction projects will be included in future project proposals when they are presented to Council and the impact on operating budgets will be included in the City's annual and five year financial plan.

Implementation Table Key

Phasing

Short	1 - 3 years
Medium	4 - 6 years
Long	7 -10+ years
Ongoing	the project is currently underway
Completed	completed (since 2019)
In Progress	the project happens consistently over time

Relative Cost

N/A	completed, funded in current operating budgets, or part of other identified projects
Low	under \$100,000
Medium	\$100,000 - \$500,000
High	over \$500,000

Relevant Document Abbreviations

AS	Aquatic Services Strategy (2023)	LAP	Local Area Plan (TBD)
CACP	Courtenay Airpark Civic Precinct (TBD)	PAS	Parkland Acquisition Strategy (TBD 2024)
CGP	Community Garden Policy (TBD)	PPDS	Park Playground Design Standards (2023)
CNP	Cycling Network Plan and Implementation Strategy (2023)	RFNA	Recreation Facilities Needs Assessment (TBD)
CRF LAP	Courtenay River Floodplain Local Area Plan (TBD)	SCP	Strategic Cultural Plan 2023
CVRD SFS	CVRD Sports Field Strategy	SDSB	Subdivision and Development Services Bylaw (Update TBD)
FNA	Facility Needs Assessments (2024/2025)	PP	Park Plan (TBD)
FMB	Flood Management Bylaw (Update 2023)	TPDS	Trail Planning and Design Strategy (TBD)
FMP	Flood Management Plan (2023)	ZB	Zoning Bylaw (Update TBD)
RFCF	Recreation Fees and Charges Framework (2022)		
IFMP	CVRD Indoor Facilities Master Plan (2017)		

Appendix A: Project Phasing

Parks and Recreation Master Plan Implementation Strategy

Recommendation #	PRMP Section	Description	Costs (Over 3 Years)	
Completed				
New	Outdoor Recreation	Park Design + Development	Crown Isle 150-yr Grove to be renamed Stan Hagan Nature Park	N/A
3.2.2	Outdoor Recreation	Park Design + Development	Conduct a Park Plan for McPhee Meadows (concept design complete)	N/A
4.1.1	Indoor Recreation	Indoor Recreation Facilities	Undertake a security analysis for the Lewis Centre	N/A
4.1.9	Indoor Recreation	Indoor Recreation Facilities	Provide air conditioning in the old section of the Lewis Centre as a high priority	N/A
4.2.1	Indoor Recreation	Programs + Services	Prepare a comprehensive policy to guide decision-making in setting fees and charges for all programs and services	N/A
In Progress				
3.2.1 New	Outdoor Recreation	Park Amenities	Create park amenities design standards	\$50,000
3.2.2	Outdoor Recreation	Park Design + Development	Conduct a Park Plan for McPhee Meadows	\$55,600
3.3.2	Outdoor Recreation	Park Amenities	Explore opportunities to collaborate with the School District on school site improvement projects that can also serve the community, e.g., playgrounds, synthetic or sports fields	Low
3.3.3	Outdoor Recreation	Park Amenities	Work with others in the region to explore potential locations for new sports amenities, e.g., ball diamond complex, synthetic turf field, pickleball courts	N/A (CVRD)
3.3.4	Outdoor Recreation	Park Amenities	Explore opportunities for sports field users to expand their hours of use, e.g., to Friday evening and weekends	\$35,000
3.4.2	Outdoor Recreation	Trails	Work with other jurisdictions in the Comox Valley on major trail networks to achieve active transportation, recreation and tourism opportunities	Low
3.4.7	Outdoor Recreation	Trails	Continue improving and expanding trails as per Master Plan Figure 3.6 - Short Term - (Dingwall Hill to North Island College, Valley View Greenway - Lower, Rotary Trail to Puntledge River, Courtenay Riverway south to Beechwood)	High
4.1.3	Outdoor Recreation	Outdoor & Indoor Recreation Facility	Plan for the short-term operation and long-term replacement of the outdoor pool with a communications and engagement process	\$50,000
4.1.6	Indoor Recreation	Indoor Recreation Facilities	Collaborate with the CVRD, Comox and Cumberland to identify opportunities for new sports facilities, including indoor pickleball court needs	Low
4.1.8	Indoor Recreation	Indoor Recreation Facilities	Revise the current method of collecting data on spaces and hours used in the facilities	N/A
4.2.3	Indoor Recreation	Programs + Services	Work with the CVRD to determine the feasibility of a "one pass" system	N/A
4.4.1	Indoor Recreation	Culture	Support the development of a Strategic Cultural Plan led by Courtenay and including regional partners	\$100,000
Ongoing				
3.1.3	Outdoor Recreation	Parkland Supply	In neighbourhoods deficient in active parkland, explore opportunities to add amenities within linear parks and greenspace	Low
3.1.6	Outdoor Recreation	Parkland Supply	Pursue acquisition of new or expanded community parks, neighbourhood park, and linear parks in the existing developed area	High
3.1.7	Outdoor Recreation	Parkland Supply	Encourage developers to provide for parks that meet needs of future residents as per the PRMP.	N/A
3.1.8	Outdoor Recreation	Parkland Supply	Establish future natural parks per listed criteria	Low
3.1.10	Outdoor Recreation	Parkland Supply	Work with School District to explore opportunities to establish City parks on any closed school sites	Low
3.2.1	Outdoor Recreation	Park Design + Development	Apply the listed design guidelines to the design of new and upgraded parks	N/A
3.2.6	Outdoor Recreation	Park Design + Development	Work on improving neighbourhood parks as opportunities arise. Plan for one neighbourhood park to be improved annually.	High
3.2.7	Outdoor Recreation	Park Design + Development	Work on improving natural areas and green spaces in collaboration with partners as opportunities arise. Plan for one natural area and one green space to be improved annually (see 3.2.3 for Phasing).	Low
3.3.1	Outdoor Recreation	Park Amenities	Establish replacement cycles for park amenities as part of asset management	N/A
3.3.7	Outdoor Recreation	Park Amenities	Support groups interested in developing more community gardens	Low
3.3.11	Outdoor Recreation	Park Amenities	Add and upgrade an average of one playground annually	High
3.3.11	Outdoor Recreation	Park Amenities	Add and upgrade picnic tables and benches in parks and along trails as per defined service level standards	Low
3.3.11	Outdoor Recreation	Park Amenities	Add and upgrade Washrooms	Medium
3.4.1	Outdoor Recreation	Park Design + Development	Coordinate among City departments to plan for connectivity of pedestrian and bicycle networks and extension of key corridors	(referred to PWS Transportation)
3.4.5	Outdoor Recreation	Trails	Apply the design trail design guidelines to design of new and upgraded trails	Low
3.4.6	Outdoor Recreation	Trails	Strive to acquire sufficient corridor widths for Linear Parks to provide a trail user experience befitting the trail	Low
3.4.8	Outdoor Recreation	Trails	Add amenities (signs, benches, waste bins) along linear parks as use increases	Low
4.1.7	Indoor Recreation	Indoor Recreation Facilities	Support the CVRD in exploring opportunities and options for a possible indoor tennis facility	Low
4.2.2	Indoor Recreation	Programs + Services	Review programs regularly to ensure they are meeting the needs of participants and are the best use of the space	N/A
4.2.4	Indoor Recreation	Programs + Services	Review opportunities to offer more lower or no-cost activities	N/A

4.2.5	Indoor Recreation	Programs + Services	Work with the School District to increase access to school facilities after hours	Low
4.2.6	Indoor Recreation	Programs + Services	Work with community agencies to take programs out to community locations	Low
4.2.7	Indoor Recreation	Programs + Services	Pursue partnerships with non-profit and private sector organizations to expand sport and physical activity options	Low
Short Term (1 - 3 Years)				
3.1.1	Outdoor Recreation	Parkland Supply	Establish the following as guidelines for acquisition of active parkland - community parks 1.2 ha/1000 population and neighborhood parks 0.5 ha/1000 population (Parkland Acquisition Study)	\$75,000
3.1.2	Outdoor Recreation	Parkland Supply	Establish guidelines for acquiring community and neighbourhood parks in new developments	N/A
3.1.4	Outdoor Recreation	Trails	Amend existing bylaws to require trail connections within developments to be designated as "highway" instead of linear parks	N/A
3.1.9	Outdoor Recreation	Parkland Supply	Identify potential park sites for disposition in exchange for acquisition of higher value parkland	N/A
3.2.2	Outdoor Recreation	Park Design + Development	Conduct a Park Plan for Bill Moore Park / Dogwood Park	\$75,000
3.2.3	Outdoor Recreation	Park Design + Development	Conduct a Park Plan for Lewis Park/Simms Millenium Park	\$100,000
3.2.2	Outdoor Recreation	Park Design + Development	Conduct a Park Plan for Harmston Park	\$75,000
3.2.2	Outdoor Recreation	Park Design + Development	Conduct a Park Plan for Riverside Park	\$75,000
3.2.3	Outdoor Recreation	Park Design + Development	Conduct a Park Management Plan for Vanier Nature Park	\$25,000
3.2.5	Outdoor Recreation	Park Design + Development	Work on improving community parks as opportunities arise, per Park Plans - McPhee Meadows (detailed design and construction)	\$4,291,400
3.2.5	Outdoor Recreation	Park Design + Development	Work on improving community parks as opportunities arise, per Park Plans - Bill Moore Park / Dogwood Park	\$1,000,000
3.2.5	Outdoor Recreation	Park Design + Development	Work on improving community parks as opportunities arise, per Park Plans - Harmston Park	\$750,000
3.3.5	Outdoor Recreation	Park Amenities	Establish a new location for tennis, pickleball, and/or shared tennis/pickleball courts	\$50,000
3.3.8	Outdoor Recreation	Park Amenities	Work with youth to identify needs related to youth parks, e.g., a skate park in West Courtenay, neighbourhood level bike skills park	\$25,000
3.3.11	Outdoor Recreation	Park Amenities	Add/upgrade an average of one playground annually (approx \$500,000 per year)	\$1,500,000
3.3.11	Outdoor Recreation	Park Amenities	Add and upgrade sports fields (for population growth)	\$500,000
3.3.11	Outdoor Recreation	Park Amenities	Add and upgrade pickleball and tennis courts	\$300,000
4.1.2	Indoor Recreation	Indoor Recreation Facilities	Conduct a long-range facility needs analysis for the Lewis Centre	\$100,000
4.1.4 + 4.1.5	Indoor Recreation	Indoor Recreation Facilities	Undertake a parking and facility expansion study of the Florence Filberg Centre	\$75,000
4.3.1	Indoor Recreation	Programs + Services	Prepare a strategy for City hosting and supporting of events (referred to Strategic Cultural Plan)	\$25,000
4.3.2	Indoor Recreation	Programs + Services	Prepare a comprehensive Special Events Policy based on the event strategy (referred to Strategic Cultural Plan)	\$25,000
4.4.2	Indoor Recreation	Indoor Recreation Facilities	Undertake a facility utilization study for the building housing the Art Gallery (referred to Strategic Cultural Plan)	\$25,000
Medium Term (4 - 6 Years)				
3.1.5	Outdoor Recreation	Parkland Supply	Establish a zone for Parks in the Zoning Bylaw, and zone all new parks accordingly	Low
3.2.2	Outdoor Recreation	Park Design + Development	Conduct a Park Plan for Puntledge Park	Low
3.2.2	Outdoor Recreation	Park Design + Development	Conduct a Park Plan for Woodcote Park	Low
3.2.2	Outdoor Recreation	Park Design + Development	Conduct a Park Plan for Standard Park	Low
3.2.3	Outdoor Recreation	Park Design + Development	Conduct a Park Management Plan for Hurford Hill Nature Park	Low
3.2.5	Outdoor Recreation	Park Design + Development	Work on improving community parks as opportunities arise (capital development), per Park Plans - Lewis Park/Simms Millenium Park, Bill Moore & Dogwood Park, Harmston Park, Riverside Park	High
3.3.11	Outdoor Recreation	Park Amenities	Add two dog off-leash areas, one on each side of the City	Medium
3.3.11	Outdoor Recreation	Park Amenities	Add and upgrade an average of one playground annually	High
3.3.11	Outdoor Recreation	Park Amenities	Add and upgrade skate park and/or add bike skills or other youth amenities	High
3.4.7	Outdoor Recreation	Trails	Continue improving and expanding trails as per Master Plan Figure 3.6 - Medium Term- (Lawrence Burns Park to Courtenay River, Simms Park to West Courtenay, 5th Street Bridge, Courtenay Riverway south to regional district trail)	High
4.1.10	Indoor Recreation	Indoor Recreation Facilities	Review and fix Wi-Fi and HVAC issues at the LINC (complete) and explore options for expanding skatepark (medium term)	Medium
Long Term (7 - 10+ Years)				
3.2.2	Outdoor Recreation	Park Design + Development	Conduct a Park Plan for Airpark, Sky Park, and Rotary Park	Medium
3.2.2	Outdoor Recreation	Park Design + Development	Conduct a Park Plan for Martin Park	Low
3.2.2	Outdoor Recreation	Park Design + Development	Conduct a Park Plan for Valley View Park	Low
3.2.3	Outdoor Recreation	Park Design + Development	Conduct a Park Management Plan for Lerwick Nature Park	Low
3.2.3	Outdoor Recreation	Park Design + Development	Conduct a Park Management Plan for Sandwick Park	Low
3.2.3	Outdoor Recreation	Park Design + Development	Conduct a Park Management Plan for Millard Creek Park	Low

3.2.3	Outdoor Recreation	Park Design + Development	Conduct a Park Management Plan for Condensory Park	Low
3.2.3	Outdoor Recreation	Park Design + Development	Conduct a Park Management Plan for Tarling Park	Low
3.2.3	Outdoor Recreation	Park Design + Development	Conduct a Park Management Plan for Roy Morrison Creek Park	Low
3.2.4	Outdoor Recreation	Park Design + Development	Crown Isle Park – Assess future needs depending on the development proposed in the surrounding area	Low
3.2.5	Outdoor Recreation	Park Design + Development	Work on improving community parks as opportunities arise, per Park Plans - Puntledge Park	High
3.2.5	Outdoor Recreation	Park Design + Development	Work on improving community parks as opportunities arise, per Park Plans - Airpark, Marina Park, and Skypark	High
3.2.5	Outdoor Recreation	Park Design + Development	Work on improving community parks as opportunities arise, per Park Plans - Martin Park	Medium
3.2.5	Outdoor Recreation	Park Design + Development	Work on improving community parks as opportunities arise, per Park Plans - Woodcote Park	High
3.2.5	Outdoor Recreation	Park Design + Development	Work on improving community parks as opportunities arise, per Park Plans - Standard Park	Medium
3.2.5	Outdoor Recreation	Park Design + Development	Work on improving community parks as opportunities arise, per Park Plans - Valley View Park	High
3.3.6	Outdoor Recreation	Park Amenities	Consider adding lights to sand volleyball courts at Standard Park and providing additional courts, potentially at Bill Moore Park	Medium
3.3.9	Outdoor Recreation	Park Amenities	If a group is interested in developing a disc golf course, work with them to identify an appropriate location and provide assistance as needed	Low
3.3.11	Outdoor Recreation	Park Amenities	Add and upgrade an average of one playground annually	High
3.3.11	Outdoor Recreation	Park Amenities	Outdoor Exercise Equipment (East Courtenay)	Medium
3.4.4	Outdoor Recreation	Park Design + Development	Conduct a detailed study of linear parks to determine needs for upgrading, new infrastructure, or land disposition as appropriate	Low
3.4.7	Outdoor Recreation	Trails	Continue improving and expanding trails as per Master Plan Figure 3.6 - Long Term - (Valley View Greenway - Upper, Lewis Park North Entrance, Anderton Avenue to 5th Street Bridge, 6th Street Pedestrian Bridge, Cumberland Road to Krebs/Larsen Park, Cumberland Road, 29th Street)	High
4.1.11	Indoor Recreation	Indoor Recreation Facilities	Upgrade and expand the Lewis Centre over time, including the parking area	High
4.1.12	Indoor Recreation	Indoor Recreation Facilities	Partner with regional partners in the development of indoor facilities for pickleball and tennis	High

Appendix B: Project Type

Parks and Recreation Master Plan Implementation Strategy

		Phasing					Costs (Over 3 years)	Budget Type		Strategic Responsibility	Project Responsibility	Operations / Maintenance Responsibility	Comments	Relevant Documents
		Completed (C)	In Progress (IP)	Ongoing (O)	Short (S)	Medium (M)		Long (L)	Cap (Cap)					
Parkland Supply														
Planning and Design														
3.1.1	Establish the following as guidelines for acquisition of active parkland - community parks 1.2 ha/1000 population and neighborhood parks 0.5 ha/1000 population				S		\$75,000		Op	RCCS / DS	RCCS / DS	N/A	Parkland Acquisition Strategy - 2024/2045 Strategic Priority	PAS
3.1.2	Establish guidelines for acquiring community and neighbourhood parks in new developments				S		N/A		Op	RCCS / DS	DS	N/A	Parkland Acquisition Strategy - 2024/2045 Strategic Priority	PAS, PPDS, SDSB
3.1.3	In neighbourhoods deficient in active parkland, explore opportunities to add amenities within linear parks and greenspace			O			Low	Cap		RCCS	PWS	N/A	RCCS to define service levels for implementation Amenities or service levels can be informed by the Park Playground Design Standards	PPDS
3.1.4	Amend existing bylaws to require trail connections within developments to be designated as "highway" instead of linear parks				S		N/A		Op	DS	DS	N/A		SDSB, PAS
3.1.5	Establish a zone for Parks in the Zoning Bylaw, and zone all new parks accordingly					M	Low		Op	DS	DS	N/A		ZB
Land Acquisition														
3.1.6	Pursue acquisition of new or expanded community parks, neighbourhood parks, and linear parks in the existing developed area to improve walking access to parks and interconnected trails, and to provide additional amenities.			O			High	Cap		RCCS	RCCS / DS	N/A	Parkland Acquisition Strategy - 2024/2045 Strategic Priority	PAS
3.1.7	Encourage developers to provide for parks that meet needs of future residents as per the PRMP.			O			N/A		Op	RCCS/DS	DS	N/A	Parkland Acquisition Strategy - 2024/2045 Strategic Priority. Provision of public amenities through development	
3.1.8	Establish future natural parks per listed criteria			O			Low	Cap		RCCS / DS	RCCS / DS	PWS	Parkland Acquisition Strategy - 2024/2045 Strategic Priority	
3.1.9	Identify potential park sites for disposition in exchange for acquisition of higher value parkland				S		Low		Op	RCCS	RCCS	N/A	Parkland Acquisition Strategy - 2024/2045 Strategic Priority	PAS
3.1.10	Work with School District to explore opportunities to establish City parks on any closed school sites			O			Low	Cap		RCCS	RCCS	N/A		PAS
Park Design														
Planning and Design														
3.2.1	Apply the listed design guidelines to the design of new and upgraded parks as per the PRMP.			O			N/A	Cap		RCCS	PWS/ENG	PWS	Define park amenity service level standards.	

Appendix B: Project Type

Parks and Recreation Master Plan Implementation Strategy

		Phasing				Costs (Over 3 years)	Budget Type	Strategic Responsibility	Project Responsibility	Operations / Maintenance Responsibility	Comments	Relevant Documents
3.2.1 -NEW	Create park amenities design standards		IP			\$50,000	Op	RCCS / DS	RCCS / DS	N/A	New to translate PRMP 3.2.1 recommendation into planning. This work is in progress via PPDS. Will need to pull other guidelines directly from PRMP and collate.	PPDS
3.2.2	Conduct Park Plans for Community Parks (Concept Design)											
	McPhee Meadows	C				\$55,600	Cap	RCCS	RCCS	N/A	Park Concept Plan Completed. Detailed Design and Construction 2024/25. LAP after park plan process.	McPhee Meadows Concept F
	Bill Moore Park / Dogwood Park			S		\$75,000	Cap	RCCS	RCCS	N/A	Dogwood Park Included in the Arden Local Area Plan Community and Neighbourhood Parks Level of Service	PPDS, CVRD SFS
	Lewis Park/Simms Millenium Park			S		\$100,000	Cap	RCCS	RCCS	N/A	Lewis Centre Facility Feasibility Study Aquatic Services Strategy	CRF LAP, FMB, FMP, PPDS, CVRD SFS
	Harmston Park			S		\$75,000	Cap	RCCS	RCCS	N/A	Local Area Plan for Harmston is a Strategic Priority for 2024-2025.	LAP , PPDS, CVRD SFS,
	Puntledge Park				M	Low	Cap	RCCS	RCCS	N/A		PPDS, LAP, FMB, FMP
	Riverside Park			S		\$75,000	Cap	RCCS	RCCS / ENG	N/A	Flood Management Plan, Estimated planning budget based on a portion of Anderton Dike Remediation project, and Flood Management Bylaw	CRF LAP, FMB, FMP
	Airpark, Marina Park, and Skypark				L	Medium	Cap	RCCS	RCCS	N/A	Collated into one park plan due to geographic proximity of parks.	CACP CRF LAP, FMB, FMP
	Martin Park				L	Low	Cap	RCCS	RCCS	N/A	Included in the Arden Local Area Plan Community and Neighbourhood Parks Level of Service	CVRD SFS, LAP
	Woodcote Park				M	Low	Cap	RCCS	RCCS	N/A	Included in the Arden Local Area Plan Community and Neighbourhood Parks Level of Service	CVRD SFS, PPDS, LAP
	Standard Park				M	Low	Cap	RCCS	RCCS	N/A		PPDS, CRF LAP
	Valley View Park				L	Low	Cap	RCCS	RCCS	N/A		PPDS
3.2.3	Conduct Park Management Plans for natural parks											TPDS
New	Crown Isle 150-yr Grove to be renamed Stan Hagan Nature Park	C				Low	Op	RCCS	RCCS	N/A	Completed, no further park improvements required for a Nature Park	
	Hurford Hill Nature Park				M	Low	Op	RCCS	RCCS	N/A	Conservation Covenant held by Comox Valley Land Trust	
	Vanier Nature Park			S		\$25,000	Op	RCCS	RCCS	N/A	Conservation Covenant held by Comox Valley Land Trust	
	Lerwick Nature Park				L	Low	Op	RCCS	RCCS	N/A		
	Sandwick Park				L	Low	Op	RCCS	RCCS	N/A	Conservation Covenant held by Comox Valley Land Trust	
	Millard Creek Park				L	Low	Op	RCCS	RCCS	N/A		
	Condensory Park				L	Low	Op	RCCS	RCCS	N/A		CACP LAP, FMB, FMP

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	Tarling Park				L	Low	Op	RCCS	RCCS	N/A	Included in the Arden Local Area Plan Community and Neighbourhood Parks Level of Service	LAP
	Roy Morrison Creek Park				L	Low	Op	RCCS	RCCS	N/A	Included in the Arden Local Area Plan Community and Neighbourhood Parks Level of Service. Draft Park Management Plan (2017) Leased from Nature Trust, BC	LAP
3.2.4	Crown Isle Park – Assess future needs depending on the development proposed in the surrounding area				L	Low	Op	RCCS/DS	RCCS / DS	N/A	Parkland Acquisition Strategy Ryan Road and Anderton Road LAP	LAP
Capital Development (Detailed Design and Construction)												
3.2.5	Work on improving community parks as opportunities arise, per Park Plans and/or needs for improved or additional amenities. Plan for one community park to be improved annually.										Assume \$500,000 - \$1,000,000 per park. One per year subject to staff capacity and available funding.	Supporting Park Plans
	McPhee Meadows		IP			\$4,291,400	Cap	RCCS	ENG	PWS		
	Bill Moore Park / Dogwood Park			S		\$1,000,000	Cap	RCCS	ENG	PWS		
	Lewis Park/Simms Millenium Park				M	High	Cap	RCCS	ENG	PWS		
	Harmston Park			S		\$750,000	Cap	RCCS / DS	ENG	PWS		
	Puntledge Park				L	High	Cap	RCCS	ENG	PWS		
	Riverside Park				M	Medium	Cap	RCCS	ENG	PWS		
	Airpark, Marina Park, and Skypark				L	High	Cap	RCCS	ENG	PWS		
	Martin Park				L	Medium	Cap	RCCS	ENG	PWS		
	Woodcote Park				L	High	Cap	RCCS	ENG	PWS		
	Standard Park				L	Medium	Cap	RCCS	ENG	PWS		
	Valley View Park				L	High	Cap	RCCS	ENG	PWS		
3.2.6	Work on improving neighbourhood parks as opportunities arise. Plan for one neighbourhood park to be improved annually.		O			Medium	Cap	RCCS	ENG / PWS	PWS	Assume \$100,000 - 500,000 per park. One per year subject to staff capacity and available funding.	PPDS
3.2.7	Work on improving natural areas and green spaces in collaboration with partners as opportunities arise. Plan for one natural area and one green space to be improved annually (see 3.2.3 for Phasing).		O			Low	Cap	RCCS	RCCS / PWS	PWS	Assume \$25,000 - \$50,000 per park One per year subject to staff capacity and available funding.	
Park Amenities												
Planning and Design												
3.3.1	Establish replacement cycles for park amenities as part of asset management			O		N/A	Op	RCCS	ENG	N/A		AMP
3.3.2	Explore opportunities to collaborate with the School District on school site improvement projects that can also serve the community, e.g., playgrounds, synthetic or sports fields		IP			Low	Op	RCCS	RCCS	N/A	New sports synthetic sport fields and lighting are in the high capital cost category. Playground equipment would be low to medium capital cost.	CVRD SFS
3.3.3	Work with others in the region to explore potential locations for new sports amenities, e.g., ball diamond complex, synthetic turf field, pickleball courts		IP			Low	Op	RCCS	RCCS	N/A		CVRD SFS
3.3.4	Explore opportunities for sports field users to expand their hours of use, e.g., to Friday evening and weekends		IP			Low	Op	RCCS	RCCS	N/A	Sports Fields Allocation Policy Review	CVRD SFS
3.3.5	Establish a new location for tennis, pickleball, and/or shared tennis/pickleball courts			S		\$50,000	Cap	RCCS	RCCS / ENG	N/A	Council motion regarding Court Usage Study to inform.	

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3.3.6	Consider adding improvements to sand volleyball courts at Standard Park and providing additional volleyball courts, potentially at Bill Moore Park				L	Medium	Cap	RCCS	RCCS / ENG	N/A	As per Park Plans	PP	
3.3.7	Support groups interested in developing more community gardens		O			Low	Cap	RCCS	RCCS / PWS	N/A	As per Park Plans & Community Garden Policy	CGP	
3.3.8	Work with youth to identify needs related to youth parks, e.g., a skate park in West Courtenay, neighbourhood level bike skills park			S		\$25,000	Cap	RCCS	RCCS	N/A			
3.3.9	If a group is interested in developing a disc golf course, work with them to identify an appropriate location and provide assistance as needed				L	Low	Cap	RCCS	RCCS / DS / ENG	N/A			
3.3.10	Consult with horseshoe players on a plan for removing horseshoe pitch from Lewis Park.			S		N/A		RCCS	RCCS	N/A			
Capital Development													
3.3.11	Add and upgrade the following amenities as part of park development:	See Master Plan 3.2.5 & 3.2.6											
	Playgrounds (one annually)		O			Medium	Cap	RCCS	ENG / PWS	PWS	Assume \$250,000 - 500,000 per playground (average) Current standard is one playground every two years.	PPDS	
	Outdoor exercise equipment (East Courtenay)				L	Medium	Cap	RCCS	ENG	PWS		PPDS	
	Sports fields (for population growth)			S		\$500,000	Cap	RCCS	ENG	PWS	Costs assume 1 sports field in 3 years.	CVRD SFS	
	Pickleball and tennis courts			S		\$300,000	Cap	RCCS	ENG	PWS	Costs assume 6 pickle ball or 2 tennis courts		
	Two dog off-leash areas, one on each side of the City				M	Medium	Cap	RCCS	ENG	PWS			
	More picnic tables and benches in parks and along trails as per defined park amenity service levels		O			Low	Cap	RCCS	PWS	PWS	Based on defined park amenity service levels.		
	Upgrade existing washrooms and provide more washrooms, including washrooms in all community parks and along multi-use trails; provide water fountains where water service available.		O			High	Cap	RCCS	ENG	RCCS / PWS	Costs assume 1 washroom every 3 -5 years. Location to be determined as per park plans.	CVRD SFS	
	Skateparkand/or add bike skills or other youth amenities				M	High	Cap	RCCS	ENG	PWS			
Trails													
Planning and Design													
3.4.1	Coordinate among City departments to plan for connectivity of pedestrian and bicycle networks and extension of key corridors					N/A		PWS	N/A	N/A	Referred to PWS Transportation (CNP, pedestrian connectivity).		
3.4.2	Work with other jurisdictions in the Comox Valley on major trail networks to achieve active transportation, recreation and tourism opportunities		IP			Low	Op	PWS / RCCS	PWS/ RCCS	N/A	Trail Planning & Design Strategy	CNP CVRD Regional Parks Service	
3.4.3	Identify needs for trails through major new development projects			O		Low	Op	DS / RCCS	PWS / DS	N/A	Trail Planning & Design Strategy	SDSB	
3.4.4	Conduct a detailed study of linear parks to determine needs for upgrading, new infrastructure, or land disposition as appropriate				L	Low	Cap	RCCS	RCCS / DS	N/A	Trail Planning & Design Strategy		
3.4.5	Apply the PRMP trail design guidelines to design of new and upgraded trails			O		Low	Cap	RCCS / DS	DS / ENG / PWS	PWS	Trail Planning & Design Strategy	PRMP	
Land Acquisition													
3.4.6	Strive to acquire sufficient corridor widths for Linear Parks to provide a trail user experience befitting the trail			O		Low	Cap	RCCS/DS	DS/ENG	N/A	Trail Planning & Design Strategy		
Capital Development													

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3.4.7	Continue improving and expanding trails as per Master Plan Figure 3.6		IP				High	Cap	RCCS	ENG	PWS	CNP, TPDS
	Short Term (Dingwall Hill to North Island College, Valley View Greenway - Lower, Rotary Trail to Puntledge River, Courtenay Riverway south to Beechwood)		IP				High	Cap	RCCS	ENG	PWS	CNP, TPDS
	Medium Term (Lawrence Burns Park to Courtenay River, Simms Park to West Courtenay, 5th Street Bridge, Courtenay Riverway south to regional district trail)				M		High	Cap	RCCS	ENG	PWS	CNP, TPDS
	Long Term (Valley View Greenway - Upper, Lewis Park North Entrance, Anderton Avenue to 5th Street Bridge, 6th Street Pedestrian Bridge, Cumberland Road to Krebs/Larsen Park, Cumberland Road, 29th Street)					L	High	Cap	RCCS	ENG	PWS	CNP, TPDS
3.4.8	Add amenities (signs, benches, waste bins) along linear parks as use increases and as per park amenity service level standards		O				Low	Cap	PWS	PWS	PWS	As per Park Amenity service level standards.
Major Recreation Facilities												
Planning and Design												
4.1.1	Undertake a security analysis for the Lewis Centre	C					N/A	OP	RCCS	PWS	N/A	Kiosk installed at the north entrance as per security analysis recommendation.
4.1.2	Conduct a long-range facility needs analysis for the Lewis Centre				S		\$100,000	OP	RCCS	RCCS	N/A	Strategic Priority 2026 and beyond
4.1.3	Plan for the short-term operation and long-term replacement of the outdoor pool with a communications and engagement process		IP				\$50,000	Cap	RCC S	RCCS / ENG	N/A	Strategic Priority 2024/2025
4.1.4 + 4.1.5	Undertake a parking and facility expansion study of the Florence Filberg Centre				S		\$75,000	OP	RCCS	RCCS	N/A	Strategic Priority 2024/2025
4.1.6	Collaborate with the CVRD, Comox and Cumberland to identify opportunities for new sports facilities, including indoor pickleball court needs		IP				Low	Cap	RCCS	RCCS	N/A	IFMP, CVRD SFS
4.1.7	Support the CVRD in exploring opportunities and options for a possible indoor tennis facility			O			Low	Cap	RCCS	RCCS	N/A	IFMP
4.1.8	Revise the current method of collecting data on spaces and hours used in the facilities		IP				Low	Op	RCCS	RCCS	N/A	Fees & Charges Framework ActiveNet Implementation 2020
Capital Development												
4.1.9	Provide air conditioning in the old section of the Lewis Centre as a high priority	C					N/A	Cap	RCCS	PWS	PWS	Program rooms have been upgraded. AC required in lobby areas to support heat emergency response.
4.1.10	Review and fix Wi-Fi and HVAC issues at the LINC and explore options for expanding skatepark					M	Medium	Cap	RCCS	RCCS / ENG	RCCS / PWS	Wifi and HVAC upgrade Completed. Expansion of Skatepark Long Term
4.1.11	Upgrade and expand the Lewis Centre over time, including the parking area						High	Cap	RCCS	RCCS / ENG	RCCS / PWS	Strategic Priority 2024/2025
4.1.12	Partner with regional partners in the development of indoor facilities for pickleball and tennis						High	Cap	RCCS	RCCS	N/A	FNA, FMP, FMB, RFNA, PP
Programs and Services												
Planning and Design												
4.2.1	Prepare a comprehensive policy to guide decision-making in setting fees and charges for all programs and services	C						OP	RCCS	RCCS	N/A	Fees and Charges Framework 2022 Review Fees and Charges every 4 years
4.2.2	Review programs regularly to ensure they are meeting the needs of participants and are the best use of the space			O			N/A	OP	RCCS	RCCS	N/A	Ongoing - Strategic Priority Recreation Needs Assessment
4.2.3	Work with the CVRD to determine the feasibility of a "one pass" system		IP				N/A	OP	RCCS	RCCS	N/A	
4.2.4	Review opportunities to offer more lower or no-cost activities			O			N/A	OP	RCCS	RCCS	N/A	Ongoing - Strategic Priority implementation

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4.2.5	Work with the School District to increase access to school facilities after hours		O			Low	OP	RCCS	RCCS	N/A	Ongoing Strategic Priority. Application for recreation and cultural uses.	
4.2.6	Work with community agencies to take programs out to community locations		O			Low	OP	RCCS	RCCS	N/A		
4.2.7	Pursue partnerships with non-profit and private sector organizations to expand sport and physical activity options		O			Low	OP	RCCS	RCCS	N/A		CVRD SFS
Special Events												
Planning and Design												
4.3.1	Prepare a strategy for City hosting and supporting of events		S			\$25,000	OP	RCCS	RCCS	N/A	Referred to Strategic Cultural Plan	SCP
4.3.2	Prepare a comprehensive Special Events Policy based on the event strategy		S			\$25,000	OP	RCCS	RCCS	N/A	Referred to Strategic Cultural Plan	SCP
Culture												
Planning and Design												
4.4.1	Support the development of a Strategic Cultural Plan led by Courtenay and including regional partners		IP			\$100,000	OP	RCCS			Strategic Priority 2023-2025.	
4.4.2	Undertake a facility utilization study for the building housing the Art Gallery			S		\$25,000	Cap	RCCS			Referred to Strategic Cultural Plan	SCP FNA