

**City of Kelowna
Regular Council Meeting
AGENDA**



Monday, October 23, 2017

10:30 am

Knox Mountain Meeting Room (#4A)

City Hall, 1435 Water Street

Pages

1. **Call to Order**
2. **Confirmation of Minutes** 2 - 5
Regular AM Meeting - October 16, 2017
3. **Reports**
 - 3.1 **Community Sport Plan Progress Report** 45 m 6 - 62
To provide Council with an update of the activities related to the development of a Community Sport Plan and to seek Councils's agreement for the proposed focus areas as a basis for the draft Community Sport Plan
4. **Resolution Closing the Meeting to the Public**
THAT this meeting be closed to the public pursuant to Section 90(1) (g) of the Community Charter for Council to deal with matters relating to the following:
 - Acquisition, Disposition, or Expropriation of Lands or Improvements
5. **Adjourn to Closed Session**
6. **Reconvene to Open Session**
7. **Issues Arising from Correspondence & Community Concerns**
 - 7.1 **Mayor Basran, re: Issues Arising from Correspondence** 30 m
8. **Termination**



City of Kelowna Regular Council Meeting Minutes

Date: Monday, October 16, 2017
 Location: Knox Mountain Meeting Room (#4A)
 City Hall, 1435 Water Street

Members Present Mayor Colin Basran, Councillors Maxine DeHart, Ryan Donn, Gail Given, Tracy Gray, Charlie Hodge, Brad Sieben*, Mohini Singh* and Luke Stack*

Members Absent Councillors Charlie Hodge

Staff Present City Manager, Ron Mattiussi; City Clerk, Stephen Fleming, Parks & Buildings Planning Manager, Robert Parlane*; Divisional Director, Community Planning & Strategic Investments, Doug Gilchrist*; Community Planning Department Manager, Ryan Smith*; Urban Planning Manager, Terry Barton*; Community Planning Supervisor, Lindsey Ganczar*; Park & Landscape Planner, Lindsey Clement*; Bylaw Services Manager, David Gazley*, Divisional Director, Corporate Strategic Services, Carla Weaden*; Legislative Coordinator (Confidential), Arlene McClelland

Guests Martin Bell*, CEO Urban Systems and Joel Short*, Senior Planner, Urban Systems

(* denotes partial attendance)

1. Call to Order

Mayor Basran called the meeting to order at 9:03 a.m.

2. Confirmation of Minutes

Moved By Councillor Gray/Seconded By Councillor Donn

R814/17/10/16 THAT the Minutes of the Regular AM Meeting of October 2, 2017 be confirmed as circulated.

Carried

Councillor Sieben joined the meeting at 9:04 a.m.

Councillor Stack joined the meeting at 9:04 a.m.

3. Reports

3.1 Parks Development – Parkland Acquisition and Development Funding Strategy, Workshop 2

Staff:

- Introduced the parkland acquisition and development funding strategy workshop.

Martin Bell, CEO Urban Systems and Joel Short Senior Planner, Urban Systems

- Displayed a PowerPoint Presentation summarizing Workshop No. 1 on October 2, 2017 and provided a series overview.
- Lead a discussion with Council on the merits of park acquisition versus park development and the potential DCC implications.
- Provided information on different park types within the City and funding allocations between park acquisition and development since 2009.
- Lead a discussion with Council in order to build a parks acquisition and development priority matrix and had Council participate in a matrix building exercise.
- Workshop 3 will be to develop a funding and financing strategy based on Council's input from the matrix exercise.
- Responded to questions from Council.

The meeting recessed at 10:35 a.m.

The meeting reconvened at 10:44 a.m.

3.2 Sign Bylaw Workshop 3 - TA15-0013

Staff:

- Provided background information and issues with respect to the Sign Bylaw and the need for an update.
- Displayed a PowerPoint Presentation summarizing the draft Sign Bylaw.
- Responded to questions from Council.

Council:

- Provided individual comments.

Moved By Councillor DeHart/Seconded By Councillor Given

R815/17/10/16 THAT the Sign Bylaw Workshop 3 report prepared by the Community Planning Department dated October 16, 2017 be received for information;

AND THAT Council directs Staff to undertake additional industry-related consultation and before bringing the new Sign Bylaw to an afternoon City Council meeting for further consideration.

Carried

The meeting to reconvene following the afternoon meeting.

The meeting recessed at 12:25 p.m.

The meeting reconvened at 3:09 p.m. with Councillors Hodge and Singh absent.

3.3 Divisional Director, Corporate & Protective Services, Verbal Report, re: IHA Request to Attend Council re: Opioid Crises

Staff:

- Provided a verbal report regarding a request from IHA to attend a Council meeting.

Moved By Councillor Donn/Seconded By Councillor Given

R816/17/10/16 THAT Council directs staff to schedule Interior Health Authority to a future Council meeting.

Carried

3.4 City Clerk, Verbal Report, re: Draft 2018 Council Meeting Schedule

City Clerk:

- Displayed the draft 2018 Council Meeting Schedule and commented on recommended break in the meetings around the Municipal Election.
- Responded to questions from Council.

Moved By Councillor Donn/Seconded By Councillor Sieben

R817/17/10/16 THAT Council directs staff to bring forward the Draft 2018 Council Meeting Schedule with additional Public Hearing dates in September and October to an afternoon meeting for Council's consideration.

Carried

4. Issues Arising from Correspondence & Community Concerns

4.1 Mayor Basran, re: Issues Arising from Correspondence

Mayor Basran:

- Has been invited to go on a tour by KF Aerospace; arrangements will be made by the City Clerk and the Mayor's Confidential Secretary.
- Referenced email from Jordan Hettinga regarding major industry tax category Tolko is placed in and how this impacts their annual taxes.

Moved By Councillor Sieben/Seconded By Councillor Gray

R818/17/10/16 THAT Council directs staff to provide information and recommendation regarding Tolko Industries tax category.

Carried

4.2 Councillor Gray, re: Expense Recording

Councillor Gray:

- Inquired as to how Council expenses are publicly recorded and legislated.

City Manager:

- Advised that Council can present expenses however Council would like.

4.3 Councillor Stack, re: Utility Billing Changes Memo

Councillor Stack:

- Commented on a recent memo from Communications regarding change in policy for tenant accounts.

5. Resolution Closing the Meeting to the Public

Moved By Councillor Donn/Seconded By Councillor DeHart

R819/17/10/16 THAT this meeting be closed to the public pursuant to Section 90(1) (e) of the Community Charter for Council to deal with matters relating to the following:

- Acquisition, Disposition or Expropriation of Land or Improvements.

Carried

6. Adjourn to Closed Session

The meeting adjourned to a closed session at 3:48 p.m.

7. Termination

The meeting was declared terminated at 4:25 p.m.

Mayor

/acm/sf



City Clerk

DRAFT

Report to Council



Date: October 23, 2017
File: 0610-51
To: City Manager
From: Doug Nicholas, Sport & Event Services Manager
Subject: Community Sport Plan Progress Report

Recommendation:

THAT Council approves in principle the proposed focus areas as outlined in the report from the Sport and Event Services Manager, dated October 23, 2017 in developing the draft Community Sport Plan.

Purpose:

To provide Council with an update of the activities related to the development of a Community Sport Plan and to seek Council's agreement for the proposed focus areas as a basis for the draft Community Sport Plan.

Background:

The City of Kelowna's Sport and Event Services Department delivers a broad spectrum of activities, programs, and services to the residents of Kelowna. Within this department, the sport development staff team provides support to local sport groups with a focus on facility and organizational needs. The team works closely with other City departments and associations to ensure local sport organizations are properly equipped with suitable facilities and provided with support to enhance organizational viability and sustainability.

In 2016, Council approved the development a Community Sport Plan that would support sport development initiatives, guide decision making and provide direction for strategic leadership of a robust local sport system. City staff, along with key local stakeholders and a consultant team, began work on the Plan in February 2017 and are now midway through the development process. Council was provided an update on the progress, and additional background information, through a morning workshop on April 10, 2017 (Appendix A), that highlighted the Canadian Sport for Life Model, its

connection with a Community Sport Plan, and the key activities and milestones involved with the development of the plan. Since that time, the following work has been completed:

Forming Project Steering Committee

A Community Sport Plan Steering Committee (CSPSC) was established to provide advice and direction to staff during the process for completing the Community Sport Plan. The CSPSC's membership represents a wide range of groups from various sectors in the community including sport, recreation, health and education. Terms of reference were established that outline the parameters of the project and provide clarity on the roles and responsibilities of the Committee (Appendix B).

Conducting System Review

An environmental scan was undertaken that involved the collection and review of considerable data and information, including: City of Kelowna studies, reports, plans; Municipal sport policies, tourism strategies and facility/park plans; demographic information; health and sport research; baseline sport and physical activity statistics, sport hosting activities, facility supply/demand ratios and more.

Engaging Community & Stakeholders

A Local Sport Organization (LSO) Self-Reporting Tool was developed to collect information on the organizational health and strength of LSOs and determine how the City might improve its efforts to assist LSOs effectively deliver sport programs within the community. The survey's design was based on the principles of the LTAD framework and was completed by over sixty (60) LSOs as part of the data collection process for the Plan.

Interviews were conducted with nine (9) groups of stakeholders with an interest in Kelowna's sport community. In some cases, the interviews involved stakeholders from organized sport groups while in others they were simply grouped together because of their like areas of expertise. During each interview, participants were asked to comment on topic areas that will be important to deliberations in the development of Kelowna's Community Sport Plan. Participants were also given latitude to provide information they felt would be important to the success of the Plan.

A Community Town Hall was hosted on October 16, 2017 to share the initial findings from the system review with the local sport community, sector representatives and community members at large. Participants were invited to discuss the proposed focus areas for the draft Community Sport Plan as outlined in the initial findings report and provide input on the vision, goals and strategic directions of a Community Sport Plan.

Initial Findings:

Based on the data collected in the system review process, a summary report (Appendix C) was produced that provides the key initial findings for further analysis and discussion. The findings from this report have been shared with the Steering Committee and local sport community members, and will be used to assist with the assessment of appropriate strategic directions and implementation action items that will be articulated by the Plan. The information, data and statistics presented in the report were divided into five (5) sections:

1. Long-Term Athlete Development (LTAD)

Science, research and decades of experience all point to the same thing: kids and adults will get active, stay active, and even reach the greatest heights of sport achievement if they do the right things at the right times. This is the logic behind the Long-Term Athlete Development framework and a key element of the Canadian Sport for Life (CS4L) movement.

2. Kelowna's Demographics & Trends

Kelowna is a rapidly growing community, noted in the most recent census data as the fastest growing Census Metropolitan Area (CMA) in British Columbia. By all accounts, Kelowna is poised for continued growth in most areas that will influence the Community Sport Plan. The challenge will be to harness the energy, opportunities and latent potential from within the community to achieve the Plan's key objectives.

3. Kelowna 10-year Sport-Action Plan

In 2003, the Kelowna 10-Year Sport Action Plan was developed as a staff tool to engage the sport community and support sport development efforts. The collaborative process was led by an independent consultant and involved forty (40) unique locally-based sport groups. The planning process resulted in the development of a three (3) pillared approach to developing a more robust sport community within the City. The plan's pillars were: grassroots sport development; pre-elite and elite sport performance; and, sport tourism. Progress has been accomplished in implementing many of the recommended action items.

4. Local Sport Organization Input

The Local Sport Organization Self-Reporting Tool was completed by sixty-two (62) sport organizations that cater to the sport and physical activity interests of adult and youth participants in the community. The impressive response rate (78% of organizations affiliated with S&E Services) ensures that the input provided represents valuable insights into important areas of focus that could be addressed by the Sport Plan. A list of the LSOs that participated and a full summary of their responses is provided in the Initial Findings Report (Appendix C). Some of the key findings included:

- Sport participation (athlete & coach) has increased at a rate that surpasses Kelowna's population growth
- Participant growth is resulting in various facility challenges and lack of capacity issues.

- LSOs have a desire to become increasingly more unified and strategic in their ongoing development activities.
- LSOs are fully prepared to adopt CS4L & LTAD principles but are often limited in doing so due to a lack of understanding of the models' concepts (know-how) and the effective use of resources.
- While most LSOs are registered with their provincial sport organization (PSO) many are disconnected from their PSO from an operational and administrative perspective.
- LSOs are seeking opportunities to establish "physical home bases of operations" rather than a virtual existence which is sometimes referred to as "kitchen table offices".

5. Targeted Stakeholder Interviews

Interviews were conducted with nine (9) groups of stakeholders with an interest in Kelowna's sport community. The stakeholders were grouped together based on their like areas of expertise and included: Tourism and Events; Sports and Culture; Arena Advisory Group; Sportsfields Advisory Group; Aquatics Advisory Group; Recreation; Post-secondary School Education; Primary and Secondary School Education; and Health. Each group was asked to comment on four (4) areas related to sport in our community: what is working well; what needs improvement; what are the barriers to improvement, and, what are the priorities/goals. A list of the participants in each group and a full summary of their responses is provided in the Initial Findings Report (see Appendix C). Some of the notable responses included:

- Relationships between the City and LSOs are healthy and improving as a result of planned initiatives and a focus by the City on nurturing local sport opportunities.
- Many LSOs are limited by governance issues and a singularity of focus. In certain cases, their energies are restricted to developing more participation within their own sport rather than contributing to the larger sport picture.
- The City could use its allocation policy to influence LSOs – to encourage multi-sport participation or to adopt the Sport for Life model
- Increased demand is putting pressure on the City's current inventory of facilities and much of the current facility supply is aging.
- The Health sector has not liaised well with Sport and does not seem to be aware of the role that sport plays in developing healthy active children and families.
- It is difficult to access SD23 facilities – the City needs a more fulsome agreement with SD23 for greater access to gyms and sport fields.

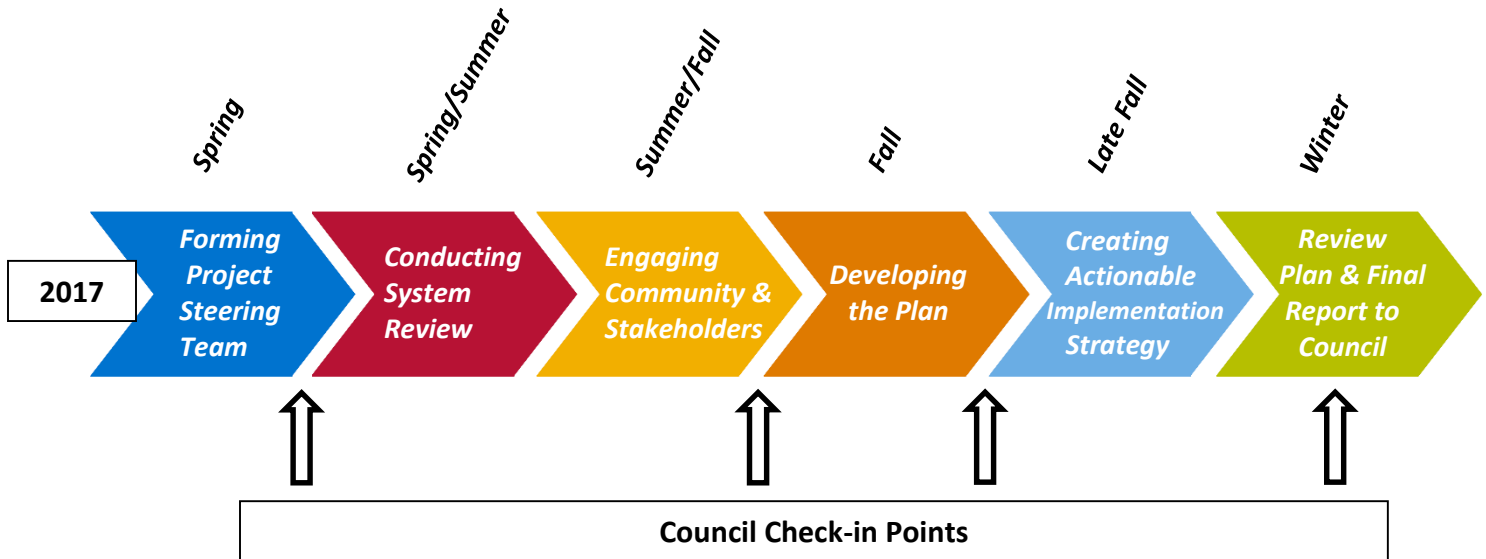
Proposed Focus Areas:

The next phase of the project is "Developing the Plan" (see timeline below). This phase will take place over the next month (November) and will involve analysis of the initial findings and further deliberation on the proposed focus areas, which include:

- Increased participation in sport & physical activity for all ages
- Quality, inclusive programs and services at all stages of the CS4L continuum

- Strengthened interaction and collaboration between sport delivery agencies and allied partners
- Exceptional facilities for sport participation and performance initiatives
- Strategic approach to municipal investment and resource allocation to sport
- Sport tourism infrastructure that supports strategic bidding and hosting of events
- Balanced schedule of competitive, training and recreational uses in City facilities

Anticipated completion of the Community Sport Plan project is slated for December 2017 and the final Plan and implementation strategy will be shared with Council early in the new year (2018).



Internal Circulation: Divisional Director, Active Living & Culture; Communications Manager; Communications Advisor

Considerations not applicable to this report:

Legal/Statutory Authority:

Legal/Statutory Procedural Requirements:

Existing Policy:

Financial/Budgetary Considerations:

Personnel Implications:

External Agency/Public Comments:

Communications Comments:

Alternate Recommendation:

Submitted by:

D. Nicholas, Sport & Events Development Supervisor

Approved for inclusion by:

J. Gabriel, Divisional Director, Active Living & Culture

Attachments: Appendix A – CS₄L/CSP Council Report
Appendix B – Steering Committee Terms of Reference
Appendix C – Initial Findings Report
CSP Presentation

Cc: Divisional Director, Corporate Strategic Services



Community Sport Plan

October 2017



Community Sport Plan

Work Completed To Date:

- ▶ Forming Steering Committee
 - ▶ Jim Gabriel – Project Sponsor
 - ▶ Shaunna Taylor – Sport Sector Representative
 - ▶ Norman Hansen – Health Sector Representative
 - ▶ Kevin Kaardal – Education Sector Representative
 - ▶ Cory Krist – Recreation Sector Representative
 - ▶ Rob Johnson – Post-Secondary Education Rep.
 - ▶ Jennifer Horsnell – Tourism Sector Representative
 - ▶ Don Backmeyer – Sport Facilities Representative
 - ▶ Doug Nicholas – Project Lead

Community Sport Plan

- ▶ Conducting System Review
 - ▶ Review of City of Kelowna studies, reports, plans, including:
 - ▶ 10 yr. sport action plan
 - ▶ 2030 infrastructure plan
 - ▶ Community trends report
 - ▶ Conditions of use and allocation policy
 - ▶ Cultural plan
 - ▶ Healthy City strategy
 - ▶ Kelowna sport & recreation infrastructure plan
 - ▶ Linear parks master plan
 - ▶ Official community plan
 - ▶ OCP indicators report
 - ▶ Sports field needs assessment

Community Sport Plan

- ▶ Conducting System Review (con't)
 - ▶ Comparative review of Municipal Sport policies, tourism strategies and facility/park plans, including:
 - ▶ Abbotsford, Chilliwack, Coquitlam, Edmonton, Kamloops, Lake Country, Langley, Maple Ridge, Nanaimo, New Westminister, Penticton, Port Coquitlam, Prince George, Richmond, Saanich, Salmon Arm, Surrey, Vancouver, Vernon, West Kelowna
 - ▶ Demographic Data
 - ▶ Health & Sport research, including:
 - ▶ BC health trends
 - ▶ PartcipAction report card
 - ▶ BC school districts PE plan
 - ▶ Okanagan health profile
 - ▶ Physical activity barriers
 - ▶ Sport participation statistics

Community Sport Plan

- ▶ Engaging Community & Stakeholders
 - ▶ Local Sport Organization Input & Data Collection
 - ▶ Targeted Stakeholder Interviews
 - ▶ Sport Tourism & Events
 - ▶ Sports & Culture
 - ▶ Arena Advisory Group
 - ▶ Sportfields Advisory Group
 - ▶ Recreation & Partnerships
 - ▶ Aquatics Advisory Group
 - ▶ Post-Secondary School Education
 - ▶ Primary & Secondary School Education
 - ▶ Health
 - ▶ Community Town Hall

Community Sport Plan

Timeline:

 Council Check-in Points

- ▶ **Forming Project Steering Team** Spring 2017
- ▶ Conducting System Review and Community Engagement Process Spring/Summer 2017
- ▶ Analyzing the Information Early Fall 2017
- ▶ Developing the Plan Fall 2017
- ▶ Creating an Actionable Implementation Strategy Late Fall 2017
- ▶ Review and **Final Report** Winter 2017

Community Sport Plan

Initial Findings Report

- ▶ Summary of the information, data & statistics collected to date, focusing primarily on:
 - ▶ LTAD Framework
 - ▶ Kelowna's demographics & trends
 - ▶ Kelowna 10 year sport-action plan (2003)
 - ▶ Local Sport Organization input
 - ▶ Targeted Stakeholder Interviews
- ▶ Intended to assist with the assessment of appropriate strategic directions and implementation action items that will be articulated by the Plan

Community Sport Plan

Key Findings

▶ Demographics:

- ▶ Fastest growing CMA in British Columbia
- ▶ Population in all age groups will continue to rise over the next two or three decades (1.5% per annum)
- ▶ Only 6% of Kelowna population are considered as visible minorities, and this cultural makeup is expected to remain relatively stable
- ▶ Kelowna is becoming a destination for young professional and families
- ▶ Economically, Kelowna continues to show signs of promise as illustrated by the number of high tech companies choosing to relocate to the City
- ▶ Sport Tourism is a key contributor to Kelowna's economic health
- ▶ Kelowna is poised for continued growth in most areas that will influence the Sport Plan

Community Sport Plan

▶ General Summary of LSO Input

Sport System Capacity

- ▶ S&E Services supports over 75 sport organizations and more than 100 local sport tournaments, events and camps
- ▶ Maximum usage of sportsfields/facilities at Recreation Parks
- ▶ Growth is resulting in facility challenges and lack of capacity issues
- ▶ Looking to be clustered together in centralized hubs of sport
- ▶ Most important success factor is the “quality of their programs”
- ▶ Biggest challenge is “lack of facility time to accommodate their programs”
- ▶ Greatest opportunity is “organizational growth”
- ▶ Greatest priority is “quality programs & facilities”

Community Sport Plan

▶ General Summary of LSO Input (con't)

Levels of Participation

- ▶ Sport participation (athlete & coach) numbers are increasing at a rate that surpasses Kelowna's population growth
- ▶ If present ratio of participants to population remains consistent, the number of participants will grow based solely on population growth
- ▶ Most LSOs are planning to attract a larger number of participants from the existing population meaning even greater growth to the participation ratio.
- ▶ Participants are looking for easily-accessible ways of becoming and staying active.

Community Sport Plan

▶ General Summary of LSO Input (con't)

Organizational Strength and LTAD Implementation

- ▶ Desire to be more unified and strategic
- ▶ Limited CS₄L & LTAD adoption
- ▶ Disconnect from Provincial Sport Organization (PSO)
- ▶ Seeking “home bases of operations” vs “kitchen table offices”.
- ▶ Lack financial and volunteer resources
- ▶ Need volunteer training & screening processes
- ▶ Looking for new ways of doing business

Community Sport Plan

▶ Targeted Stakeholder Interviews

What is Working Well

- ▶ Wide variety of sport opportunities for all ages at all levels
- ▶ Many supports and related services to assist sport organizations
- ▶ Relationships between City and LSO's are healthy
- ▶ Current space allocation system
- ▶ Stable or increasing participation.

Community Sport Plan

▶ Targeted Stakeholder Interviews (con't)

What Needs Improvement

- ▶ Governance issues and a singularity of focus
- ▶ Building organizational capacity
- ▶ Multi-sport participation and adoption of Sport for Life model
- ▶ Understanding and application of the LTAD & S4L models
- ▶ Volunteer recruitment, management & retention
- ▶ Role of the sports advisory committees (aquatics, arenas, sports fields)
- ▶ Greater access to School District gyms and fields
- ▶ Strengthened relationship with Provincial and Federal Governments

Community Sport Plan

▶ Targeted Stakeholder Interviews (con't)

What are the Barriers to Improvement

- ▶ The motivation and single-mindedness of the LSOs
- ▶ Facility challenges – capacity, aging infrastructure, design features
- ▶ Allocation challenges – capacity, event hosting, new sports
- ▶ Limited indoor court space
- ▶ Current agreement with SD 23
- ▶ Community use of Prospera Place – scheduling uncertainty
- ▶ Health sector has not liaised well with the Sport sector
- ▶ OK College Kelowna campus (6000 students) – limited facilities
- ▶ UBCO (9,000 students) – facility fully booked

Community Sport Plan

▶ Proposed Focus Areas

- ▶ Increased participation in sport & physical activity for all ages
- ▶ Quality, inclusive programs and services at all stages of the CS4L continuum
- ▶ Strengthened interaction and collaboration between sport delivery agencies and allied partners
- ▶ Exceptional facilities for sport participation and performance initiatives
- ▶ Strategic approach to municipal investment and resource allocation to sport
- ▶ Sport tourism infrastructure that supports strategic bidding and hosting of events
- ▶ Balanced schedule of competitive, training and recreational uses in City facilities

Community Sport Plan

▶ Comments & Discussion

Vision: What will the sport environment in Kelowna look like 20 years from now?

- ▶ Based on the “Initial Findings”, is there anything that you have heard from the community that we haven’t captured?
- ▶ Based on the “Proposed Focus Areas”, are there any current areas missing that you think should be considered as a key focus?



Questions?

For more information, visit kelowna.ca.

Report to Council



Date: April 10, 2017
File: 0000-00-00
To: City Manager
From: Sport & Event Services Manager
Subject: Canadian Sport for Life/Community Sport Plan

Recommendation:

THAT Council receives, for information, the report from the Sport & Event Services Manager dated April 10, 2017, regarding the Canadian Sport for Life Model and activities related to the development of a Community Sport Plan.

AND THAT staff continue to provide Council updates on the development of the Community Sport Plan as outlined in the report dated April 10, 2017.

Purpose:

To provide Council with an overview of the Canadian Sport for Life Model, a summary of the important issues that it addresses, an outline of the Canadian Sport for Life implementation plans within our community; and, review the activities related to the development of a Community Sport Plan.

Background:

According to Statistics Canada, National activity levels are at an all-time low. Children are spending more time participating in sedentary activities than ever before and only 12% of Canadian children and youth are meeting National Physical Activity guidelines. Overweight children are four times more likely to be overweight as adults since early years of physical activity predict future participation levels. Due to trends like these, the current generation of youth will be the first to have a lower life expectancy than their parents. Children who participate in regular physical activity experience long-term benefits including reduced risk of developing chronic disease; strong muscles and bones; enhanced brain function and academic performance; enhanced body image and self-esteem; greater opportunity for social connectivity and making friends.

Canadian Sport for Life (CS₄L) is a national movement, supported by Sport Canada, to improve the quality of sport and physical activity in Canada. It links sport, education, recreation and health while aligning community, provincial and national programming. A successful CS₄L community develops **Physical Literacy**, creates an environment for sport excellence through **Long-Term Athlete Development**, and provides opportunities for its citizens to be **Active for Life**.

- **Physical Literacy** is the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life. It is as important as the ability to read and write and needs to be developed at a young age and continue throughout life. Individuals who are physically literate move with competence and confidence in a wide variety of physical activities in multiple environments that benefit the healthy development of the whole person. Physical activity is a lot more fun when we are physically literate.
- **Long-Term Athlete Development (LTAD)** is a multi-stage, ability-based pathway guiding an individual's experience in sport and physical activity from infancy to adulthood. It uses a holistic approach that considers mental, cognitive and emotional development combined with physical development, ensuring each athlete develops as a complete person. The seven stages of LTAD are Active Start, FUNdamentals, Learn to Train, Train to Train, Train to Compete, Train to Win and Active for Life. When combined, the first three stages form the physical literacy base upon which the excellence stream (Train to Train, Train to Compete and Train to Win) and lifelong engagement in physical activity (Active for Life) are built.
- **Active for Life** is both a stage in LTAD and an outcome of CS₄L. The Active for Life stage of LTAD is the final destination of all Canadians. In this stage, participants enjoy lifelong participation in a variety of competitive and recreational opportunities in sport and physical activity. Along with physical literacy and sport excellence, Active for Life is one of the key outcomes within CS₄L in which Canadians remain active in sport and physical activity for life by developing physical literacy. In this stage, though no one is pursuing Olympic or World Championship achievements, some participants are still involved in high-performance competition while others are pursuing sport and physical activity for fitness and health, all for personal satisfaction.

The community is the place where everyone has their first experience with physical activity and sport. CS₄L provides the framework to ensure these experiences are positive and sets the stage for a lifelong relationship with physical activity that extends beyond increased health and fitness and improved sport ability. It also includes enhanced community inclusivity, resilience and sustainability, and supports long-term community development.

Projects & Plans:

Over the past few years, the City has taken steps to becoming a CS4L community through: multi-sectoral collaboration (shared programs and innovative partnerships); enhanced leadership and engagement (CS4L policy and strategic initiatives); shared learning (continuous improvement through education and training); quality sport and recreational programs (inclusive, accessible and developmentally appropriate programming); physical literacy (fundamental movement skills for lifelong participation); and facility and organizational development (focused on planning, sustainability and governance). Staff have worked in partnership with community partners to develop a number of programs and initiatives that align with the CS4L vision, including:

- **Physical Literacy Project** – Designed to support fundamental movement skills (FMS) development in children and ensure they have the basic physical literacy required to participate in sport and physical activity throughout their lifetime. The first phase of the project focused on the recreation sector and began with an introduction of Physical Literacy programming and verbiage to the City’s sport and recreation offerings. Trained in-house FMS leaders and mentors provided training and mentorship to all City program instructors. Programs and resources were developed to ensure age and stage appropriate activities. The second phase of the project targeted the education sector and focused on fundamental movement skill training and mentorship to School District 23’s teachers and administration. Programs and resources were developed to ensure age and stage appropriate physical education class times. In 2017 (phase 3), the project focus is on the sport sector with a goal to direct sport organizations away from a traditional sport specific skill development model to a more age-appropriate fundamental movement skills approach.
- **Long-term Athlete Development Integration** – Children, youth and adults need to do the right things at the right time to develop in their sport or activity – whether they want to be hockey players, dancers, figure skaters or gymnasts. Long-Term Athlete Development describes the things athletes need to be doing at specific ages and stages to provide a clear path to success in sport, greater health, and higher achievement. Locally, the City strives to ensure the provision of inclusive, accessible and developmentally appropriate sport and active recreation opportunities across the lifespan, enabling all individuals to be active for life or to pursue excellence in sport. This is being accomplished through integration of CS4L principles into local sport programming, sport club training programs and competitions, and community education programs.

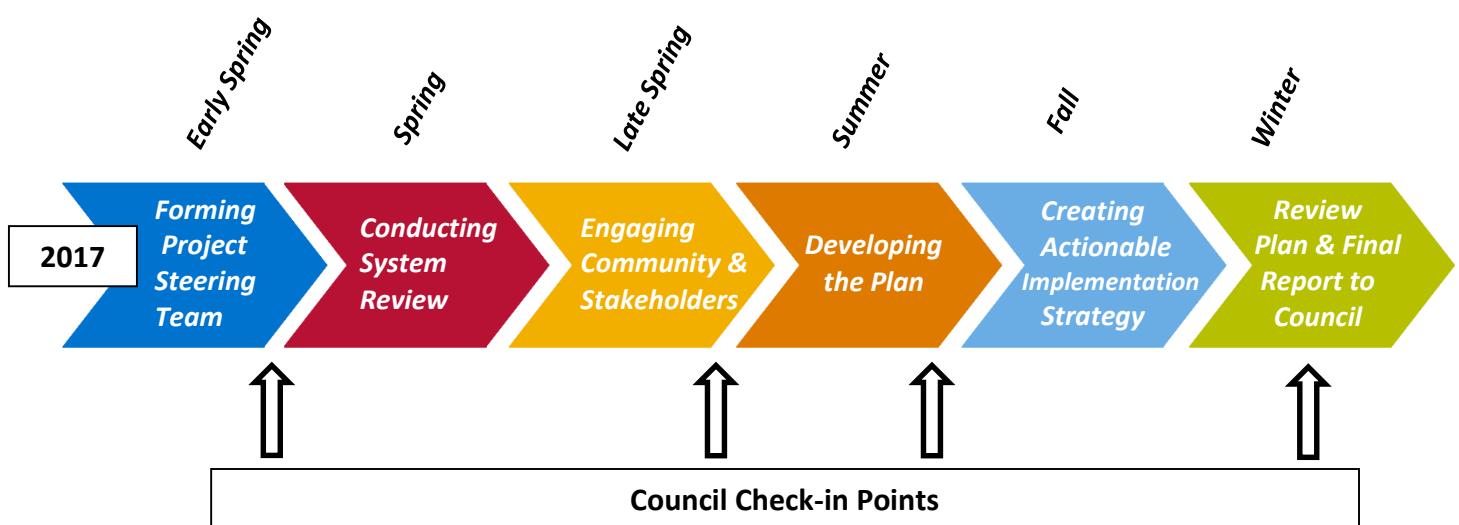
New in 2017, City staff, along with key local stakeholders, have begun work on the development of a **Community Sport Plan**. It is vital for communities to have a strong local sport system that supports

healthy and active lifestyles as well as community development. A Community Sport Plan will provide a framework for the local sport system to guide decision making and provide direction for strategic leadership. It will lead to increased collaboration, planning and execution of quality sport programs across sectors and at all stages of the Canadian Sport for Life continuum, and contribute to facility development plans and event procurement strategies, providing a more coordinated approach to sport development.

Key anticipated outcomes from the development of a Community Sport Plan include:

- Increased participation in sports and other forms of physical activity
- Enhanced sport experience as an athlete, coach, official, volunteer or spectator
- Strategic approach to resource allocation and civic investment in the sport system
- Leadership related to appropriate standards of operation, play and ethics
- Balanced schedule of competitive, training and recreational uses in City facilities
- Identified needs and priorities for sport facilities including required upgrades, renovations and additions to sport infrastructure
- Increased revenue opportunities generated through tourism, sports events and National/Provincial contributions

The intent in 2017 is to move forward with the development of a Community Sport Plan, aligned with the Healthy City Strategy, that will facilitate and promote Sport by providing vision, goals, policies and action priorities based on CS4L principles. Key activities and milestones in the development of the Plan include:



With Council's endorsement, staff will continue efforts in:

1. Becoming a recognized CS4L community, that has infused the spirit of the Canadian Sport for Life movement into its' community make-up; and,
2. Developing a Community Sport Plan that supports a strong local sport system, and contributes to an active, healthy and physically literate community.

Internal Circulation: Divisional Director, Active Living & Culture; Communications Supervisor

Financial/Budgetary Considerations: Budget for the development of the Community Sport Plan is \$50,000, funded through a \$25,000 grant (RBC Learn 2 Play) and \$25,000 (one-time) approved through the 2017 budget. Council also supported ongoing base budget to advance the CS4L programs and initiatives.

Communications Comments: The engagement process will primarily be composed through a contracted consultant involving local stakeholder sectors in four areas (health, recreation, education and sport). The consultant will further work with Communications for community engagement including open house and survey opportunities.

Considerations not applicable to this report:

Legal/Statutory Authority:

Legal/Statutory Procedural Requirements:

Existing Policy:

Personnel Implications:

External Agency/Public Comments:

Alternate Recommendation:

Submitted by:

D. Nicholas, Sport & Events Development Supervisor

Approved for inclusion by:

J. Gabriel, Divisional Director, Active Living & Culture

Attachments: Powerpoint Presentation – CS4L-CSP

CC:

Carla Wheadon, Divisional Director, Corporate Strategic Services

Shaunna Taylor, Executive Director – PacificSport Okanagan

CITY OF KELOWNA
COMMUNITY SPORT PLAN STEERING COMMITTEE
Terms of Reference

Background

The City of Kelowna’s Sport and Event Services Department delivers a broad spectrum of activities, programs, and services to the residents of Kelowna. Within this department, the sport development staff team provides support to local sport groups with a focus on facility and organizational needs. The team works closely with other City departments and associations to ensure local sport organizations are properly equipped with suitable facilities and provided with support to enhance organizational viability and sustainability.

In 2016, the Sport & Event Services Department received City Council’s approval to develop a Community Sport Plan that would support sport development initiatives, guide decision making and provide direction for strategic leadership of a robust local sport system. For that purpose, the Sport & Event Services Department will establish a Community Sport Plan Steering Committee (CSPSC) that will provide advice and direction to staff during the process for completing the Community Sport Plan.

About the Community Sport Plan

The Community Sport Plan will facilitate and promote quality sport development in our community by providing vision, goals and strong policies and action priorities based on Canadian Sport for Life principles. The Sport & Event Services Department will be responsible to develop the Plan with assistance from an external consulting team. The Plan will be evidence based, sensitive to local, provincial and national sport environments, and focused on several key outcomes including:

- Interaction & Collaboration
- System Alignment
- Responsive to Sport for Life & for All
- Quality Facilities
- Sport Tourism
- Capacity Building

The Sport & Event Services Department anticipates presenting the Plan and an implementation strategy to City Council by the end of 2017.

Committee Selection

Sport & Event Services Department staff will be responsible to appoint all potential candidates to the CSPSC, ensuring that the CSPSC's membership represents a wide range of groups from various sectors in the community including sport, recreation, health and education. Staff will also be responsible to monitor the activities of the CSPSC and to ensure that the CSPSC conducts its business in an effective and productive manner. Sport & Event Services Department staff will have the authority to adjust the makeup of the CSPSC at its sole discretion.

Term

Members of the CSPSC will be appointed to serve from March 1, 2017 to December 31, 2017, or until completion of the Community Sport Plan project.

Committee Composition and Responsibility

The CSPSC will be comprised of the following:

- Project Lead – City of Kelowna
- Project Sponsor – City of Kelowna
- Sport Sector Representative
- Health Sector Representative
- Education Sector Representative
- Recreation Sector Representative
- Post-secondary Representative
- Tourism Representative
- Sport Facilities Representative
- Provincial Sport Representative

The CSPSC will operate in an advisory capacity to city staff and the consulting team. CSPSC members will agree to carry out the responsibilities outlined in the Terms of Reference and will commit to the following:

- Attending all meetings to be held over the course of the project
- Reading the prepared materials prior to each meeting so that they may contribute towards the discussion
- Submitting agenda items at least one week in advance of meetings

- Responding to emails and/or telephone calls within three days of receipt

Role of the Committee

The CSPSC will advise staff/consultants on plan development and priorities as they relate to their representative areas/sectors and provide feedback on the recommendations and implementation strategy. More specifically, the CSPSC will:

- provide guidance to staff/consultants conducting the community sport plan process;
- represent sectors of the community at the Committee;
- facilitate networking and information exchange among sectors;
- advise on the need, barriers and priorities for sport development in the community;
- support the public/stakeholder consultation process as a means to stimulate input;
- assist in defining new actions and initiatives arising from the sport plan;
- review and advise on priorities/recommendations impacting the community;
- identify community champions, partnerships and resources to support the implementation strategy; and,
- advocate for sport and assist with the promotion and education of the community about elements of the sport plan.

Meeting Processes and Procedures

City staff, in consultation with the project consultants, will call and coordinate meetings, develop meeting agendas, provide meeting resources, record minutes, prepare reports, facilitate meeting discussions and be responsible for all administrative tasks of the CSPSC.

Meeting Schedule – An outline of the annual meeting schedule will be determined at the first meeting of the CSPSC.

Remuneration – CSPSC members will be strictly volunteers and therefore not be remunerated for their participation on the Committee. All expenses associated with travel to or from CSPSC meetings will be the responsibility of each member.

Meeting Locations - CSPSC meetings will be held in the City of Kelowna. Location of meetings will be determined on a meeting to meeting basis.

September 2017



CITY OF KELOWNA COMMUNITY SPORT PLAN

Initial Findings Report | Compiled By: The JF Group & GDH Solutions

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Appendix A – Sport Plan Steering Committee

Appendix B – Kelowna’s Local Sports Organizations

Appendix C – Interview Participants

Initial Finding Report

Summary of Key Facts and Relevant Issues

Introduction

This paper is a summary of a review of the background materials as well as the results of the initial research that was performed during the first phase of Kelowna's Sport Plan process. The information, data and statistics presented in the following sections will assist in the Steering Committee's assessment of appropriate strategic directions and implementation action items that will be articulated by the Plan.

The Long-Term Athlete Development Framework¹

Science, research and decades of experience all point to the same thing: kids and adults will get active, stay active, and even reach the greatest heights of sport achievement if they do the right things at the right times. This is the logic behind the Long-Term Athlete Development Framework (LTAD).

Awareness and First Involvement stages engage individuals in sport and physical activity, they must be aware of what opportunities exist, and when they try an activity for the first time, it is critical that the experience is positive. Active Start, Fundamentals and Learn to Train stages develop physical literacy before puberty so children have the basic skills to be active for life. Physical literacy also provides the foundation for those who choose to pursue elite training in one sport or activity after age 12. Train to Train, Train to Compete and Train to Win stages provide elite training for those who want to specialize in one sport and compete at the highest level, maximizing the physical, mental and emotional development of each athlete.

Active for Life stage is about staying Active for Life through lifelong participation in competitive or recreational sport or physical activity.

Awareness and First Involvement

To engage in sport and physical activity, individuals must be aware of what opportunities exist for them, and when they try an activity for the first time, it is critical...



¹ www.sportforlife/quality sport/stages



Active Start

From 0-6 years, boys and girls need to be engaged in daily active play. Through play and movement, they develop the fundamental movement skills and learn how to link them...



FUNdamentals

In the FUNdamentals stage, participants develop fundamental movement skills in structured and unstructured environments for play. The focus is on providing fun, inclusive, multisport, and developmentally appropriate sport and physical...



Learn to Train

Once a wide range of fundamental movement skills have been acquired, participants progress into the Learn to Train stage leading to understanding basic rules, tactics and strategy in games and refinement..



Train to Train

Athletes enter the Train to Train stage when they have developed proficiency in the athlete development performance components (physical, technical-tactical, mental, and emotional). Rapid physical growth, the development of sporting...



Train to Compete

Athletes enter the Train to Compete stage when they are proficient in sport-specific Train to Train athlete development components (physical, technical-tactical, mental, and emotional). Athletes are training nearly full-time and...



Train to Win

Athletes in the Train to Win stage are world class competitors who are competing at the highest level of competition in the world (e.g. Olympics, Paralympics, World Championships, World Cups...



Active for Life

Individuals who have a desire to be physically active are in the Active for Life stage. A participant may choose to be Competitive for Life or Fit for Life.

Physical Literacy²

Physical literacy is the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life."
- The International Physical Literacy Association, May 2014

Physical activity is a lot more fun when we're physically literate. If we want children to be active for life, they need to develop physical literacy at a young age. Physicalliteracy.ca offers coaches, recreation professionals and health practitioner's access to a wide range of resources that can help people become physically literate.



Motivation and confidence (Affective)

Motivation and confidence refers to an individual's enthusiasm for, enjoyment of, and self-assurance in adopting physical activity as an integral part of life.

Physical competence (Physical)

Physical competence refers to an individual's ability to develop movement skills and patterns, and the capacity to experience a variety of movement intensities and durations. Enhanced physical competence enables an individual to participate in a wide range of physical activities and settings.

Knowledge and understanding (Cognitive)

Knowledge and understanding includes the ability to identify and express the essential qualities that influence movement, understand the health benefits of an active lifestyle, and appreciate appropriate safety features associated with physical activity in a variety of settings and physical environments.

Engagement in physical activities for life (Behavioural)

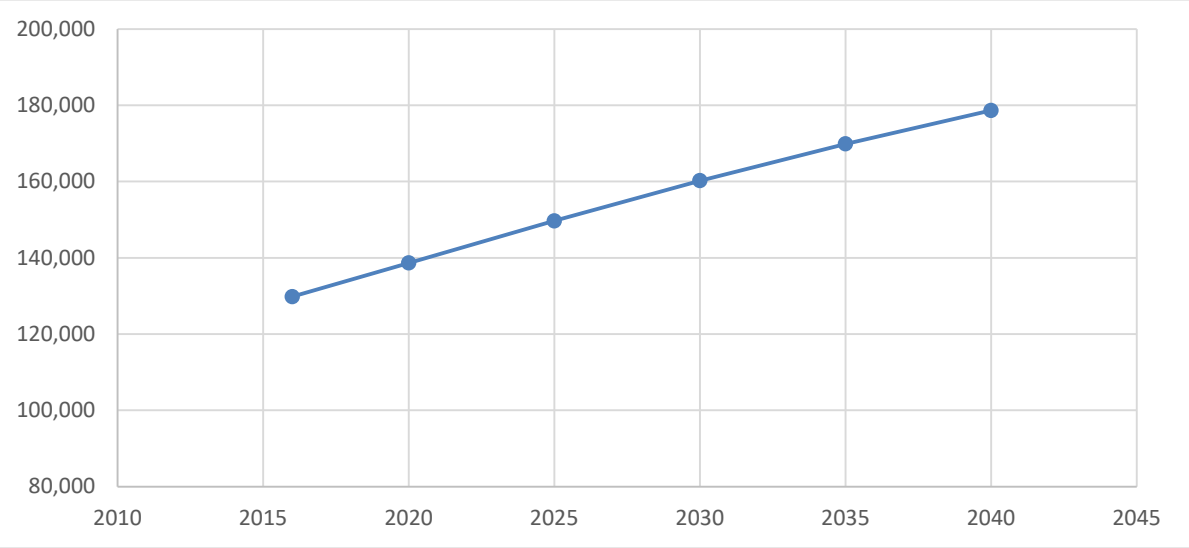
Engagement in physical activities for life refers to an individual taking personal responsibility for physical literacy by freely choosing to be active on a regular basis. This involves prioritizing and sustaining involvement in a range of meaningful and personally challenging activities, as an integral part of one's lifestyle.

² [www.sportforlife/quality sport/physical-literacy](http://www.sportforlife/quality%20sport/physical-literacy)

Population Growth in the City

Kelowna is a rapidly growing community – Kelowna’s Census Metropolitan Area (CMA) is the fastest growing CMA in British Columbia. The residential population has more than doubled in the past three decades. Double digit increases have occurred in most five year cycles since 1986 which has driven Kelowna CMA’s estimated population to 127,500 in 2016. Growth has been largely fueled by rising rates of interprovincial and intra-provincial migration.

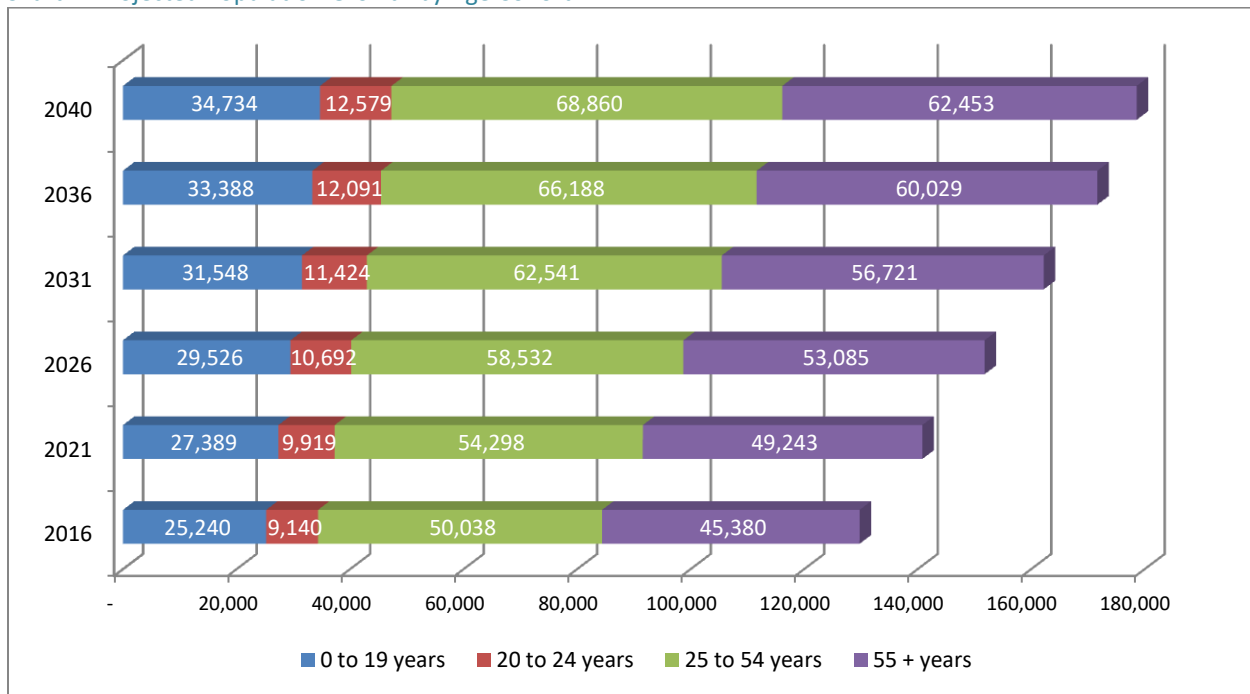
Chart 1: City of Kelowna Projected Population Growth



The notion that Kelowna is a retirement community is only partially true. While the number of older adults in the City is expected to rise over the next two or three decades, the number of people in all other age groups is expected to correspondingly rise as well, meaning that each age cohort will represent approximately the same proportion of the total population as they do today. Consequently, as the City’s overall population climbs, the number of individuals within each age group will proportionately increase. This means that over the next 20 to 30 years, there will be an amplified need for facilities, programs and supports to service an increased number of residents in all age groups.

The City’s Official Community Plan (OCP) projected that the City’s population would grow at a rate of 1.53% per year whereas BC Statistics projects a more modest growth rate of 1.5% per annum. Historically, the actual rate of growth has been more aligned with the BC Statistics projections than the City’s OCP.

Chart 2: Projected Population Growth by Age Cohort



Kelowna's Ethnic Makeup

Information provided by the City indicates Kelowna's ethnicity significantly differs from the province as a whole. For example, visible minorities make up almost one third of the provincial population whereas only about 6% of Kelowna's population are considered as visible minorities. And, even though Kelowna's population is expected to grow significantly over the next 25 years, the cultural makeup of the community is expected to remain relatively stable.

The City's Growth Investigated Community Trends Report states that:

- the largest age-group in 2014-2015 for new migrants was the 15-29 cohort, a group associated with first time homeownership, students and young families;
- Kelowna is becoming a destination for young professionals and families;
- the growth of UBC Okanagan has resulted in 1,000 graduates each year choosing to remain in the region; and
- as more people move to the area, access to housing and employment options for new residents will also be critical.

Given these facts, the City will need to support new residents by instilling a sense of community within the Kelowna's neighbourhoods. The City's Strong Neighbourhoods program is providing grants to support resident-led projects that empower neighbours to take action locally build

relationships and gain a greater sense of neighbourhood pride. Sport participation can also contribute to a sense of belonging within the broader community.

Economically, Kelowna continues to show signs of promise as illustrated by the number of high tech companies choosing to relocate to the City. Almost one in five of these enterprises indicated that lifestyle was the major reason which caused them to locate in the Okanagan.

Tourism is a key contributor to Kelowna's economic health. In 1995, tourism generated over \$90 M for hotel operators. The City continues to promote the tourism sector in partnership with Tourism Kelowna by supporting the Hotel Tax, and making infrastructure investments to ensure Kelowna is a desirable place for residents and tourists alike. Recently, several major hotel chains have initiated development applications, reinforcing the attractiveness of Kelowna as a tourism destination.³

By all accounts, Kelowna is poised for continued growth in most areas that will influence the Kelowna Sport Plan. The challenge will be to harness the energy, opportunities and latent potential from within the community to achieve the Plan's key objectives.

City of Kelowna 10 Year Sport Plan

In 2003, the City commissioned the Kelowna 10-Year Sport Action Plan that was intended to guide Kelowna's sport community's activities for the years to come. The collaborative process was led by an independent consultant and involved 40 unique locally-based sport groups. The planning process resulted in the development of a three pillared approach to developing a more robust sport community within the City. The plan's pillars were: 1) grassroots sport development; 2) pre-elite and elite sport performance; and 3) sport tourism.

The plan referenced the fact that the Sport for Life movement including the Long Term Athlete Development Model (LTAD) recognizes sport as an important element in everyone's life by promoting each child's healthy and logical development in sports and physical activity. The plan also identified that one of the primary goals of LTAD and Sport for Life movement is the development of physical literacy.

The 10-Year Plan reported that "while the implementation of LTAD focused programs is a requirement at a national level, very little is done to ensure that regional programs are following national sport guidelines. As a result, local athletes may be involved in sport programs that do not fully support their needs. LTAD planning should be an integral part of every local sport group's structure and mission statement."

Over the years since the 10-Year Plan was created, general awareness about the applicability of the LTAD and the importance of physical literacy has greatly improved – especially at the

³ Growth Invested Community Trend Report, The City of Kelowna, 2016

provincial sport level. However, the integration of these concepts into the strategic planning processes and structures of local sport organizations remains a work in progress.

The 10-Year Plan identified 10 topic areas where initiatives would support Kelowna's sport organizations and improve the general sport environment while contributing to the community at large. They included:

1. The need for new facilities, administrative support and organizational guidance;
2. The creation of a Sport Council;
3. The need for improved sport technology;
4. The benefit of new partnerships;
5. The possibility of Sport Coordinators;
6. A review of sport facility use policies;
7. Increased use of the Sport and Recreation Guide;
8. A review of the City's commitment to sport hosting;
9. Increased commitment to Pacific Sport; and
10. Assist schools to develop sport and recreation programs.

Progress has been accomplished in implementing a number of the 10-Year Plan's suggested action items. The Steering Committee and others involved in the planning process of this initiative could investigate the validity and applicability of the outstanding items through the lens of the City's current sport environment.

Input from Local Sport Organizations (LSOs)

City of Kelowna's Sport & Event (S&E) Services Department works with over 75 Local Sport Organizations (LSOs), ranging in size from 20 – 6,000 members. The Department facilitates the implementation of programs at all stages of the Canadian Sport for Life framework, from Active Start to Active for Life.

In the spring and early summer of 2017, S&E Services developed a Local Sport Organization Self-Reporting Tool to collect information to help the Department assess the organizational health and strength of its LSO partners and to determine how the City might improve its efforts to assist LSOs effectively deliver sport programs within the community. The survey's design was based on the principles of the LTAD framework.

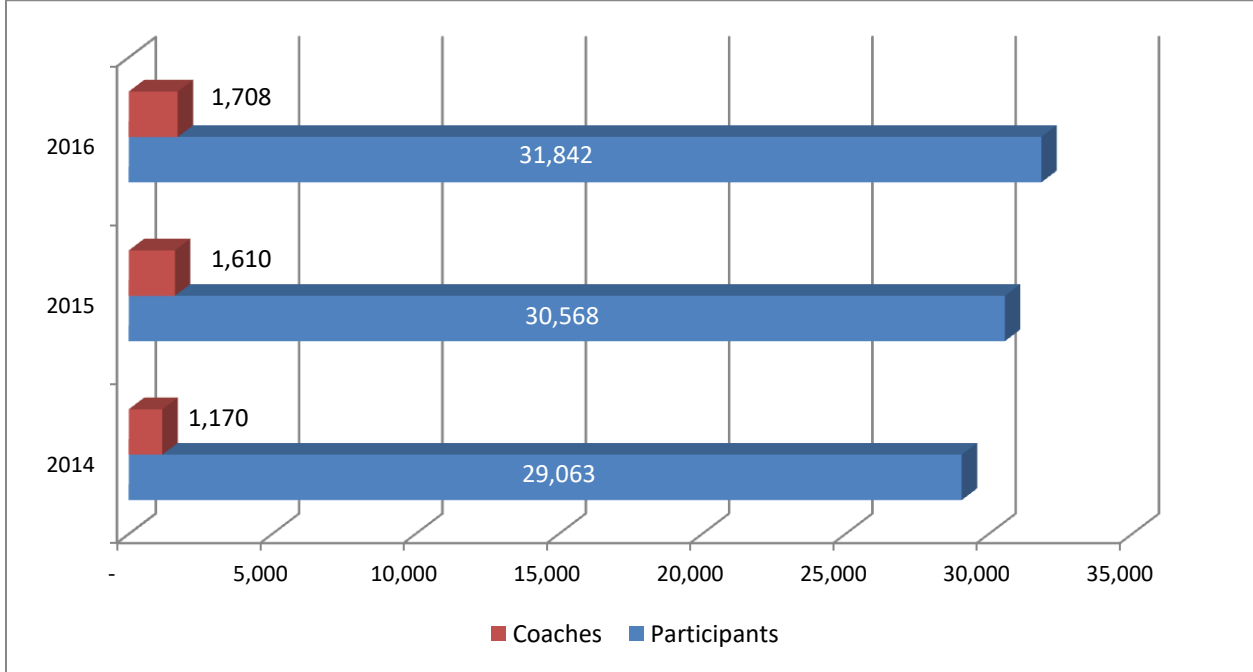
The survey was completed by 62 sport organizations that cater to the sport and physical activity interests of adult and youth participants. The impressive response rate (78% of organizations affiliated with S&E Services) ensures that the input provided represents valuable insights into important areas of focus that could be addressed by the Sport Plan.

The following presents a summary of the survey results. LSOs' observations and trend information has been grouped in categories of common themes.

Involvement in Local Sport Organizations

Survey respondents were asked to indicate the number of participants and coaches affiliated with their organizations over the past three years. Data supplied by the groups suggest that participation in sport – either as an athlete or a coach – has increased at a rate that surpasses Kelowna’s growth in population. Between 2011 and 2016, the City’s population grew an average of 1.7% per year. Over the past three years (2014 to 2016) the number of sport participants grew by an average of 4.8%. LSOs report that the number of coaches grew by an annual average of 22% over the same period. It is evident that there is a large and expanding number of residents who are involved in or influenced by Kelowna’s sport community.

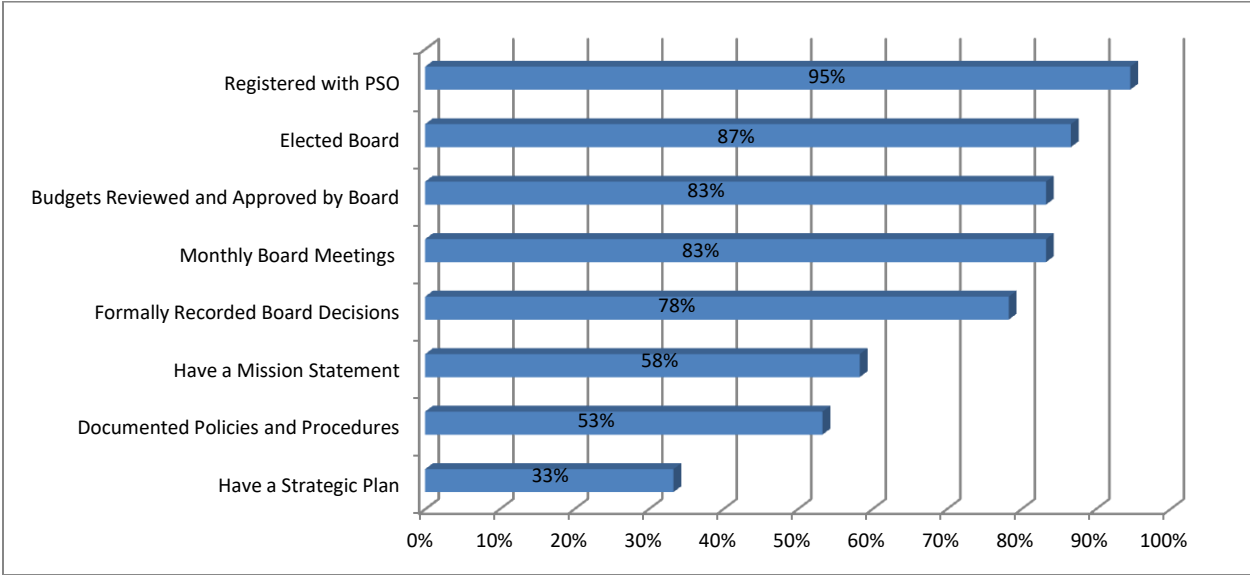
Chart 3: Growth in Involvement with Kelowna’s LSOs



Governance

Kelowna based LSOs were asked to provide input regarding the state of their organization’s governance. A vast majority of survey respondents are registered with their provincial sports organization, are governed by an elected Board, prepare annual budgets that are reviewed by Board, organize monthly Board meetings and formally record Board decisions. Slightly more than half the organizations have formal Mission Statements and documented policies and procedures. Only about a third of the responding organizations have a formal strategic plan. This information is helpful in determining where meaningful support and governance advice could be offered to LSOs.

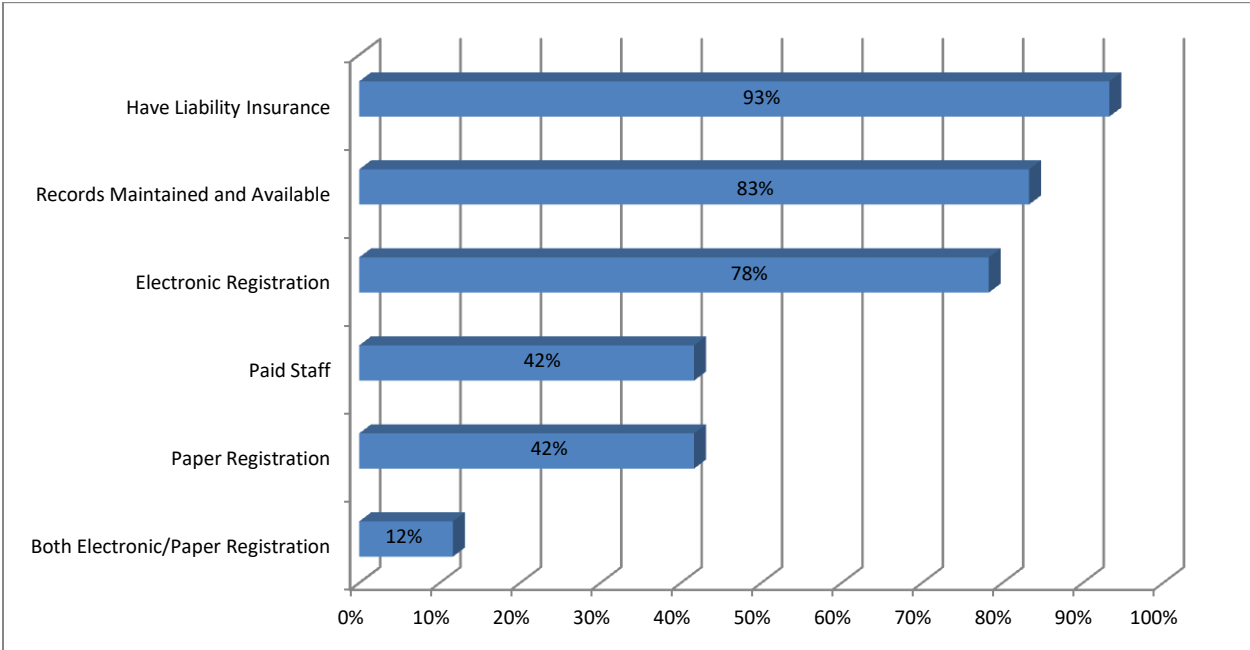
Chart 4: Organizational Governance



Administration

Responding sports organizations seem to be making administrative progress. Almost all sport groups obtain liability insurance while eight in ten ensure that the organization’s records are maintained and available for access by the Board and LSO members. Almost 80% electronically register participants while just under half continue to use a manual registration system. Interestingly, less than half of respondents employ paid staff meaning that the administrative burden is borne largely by volunteers.

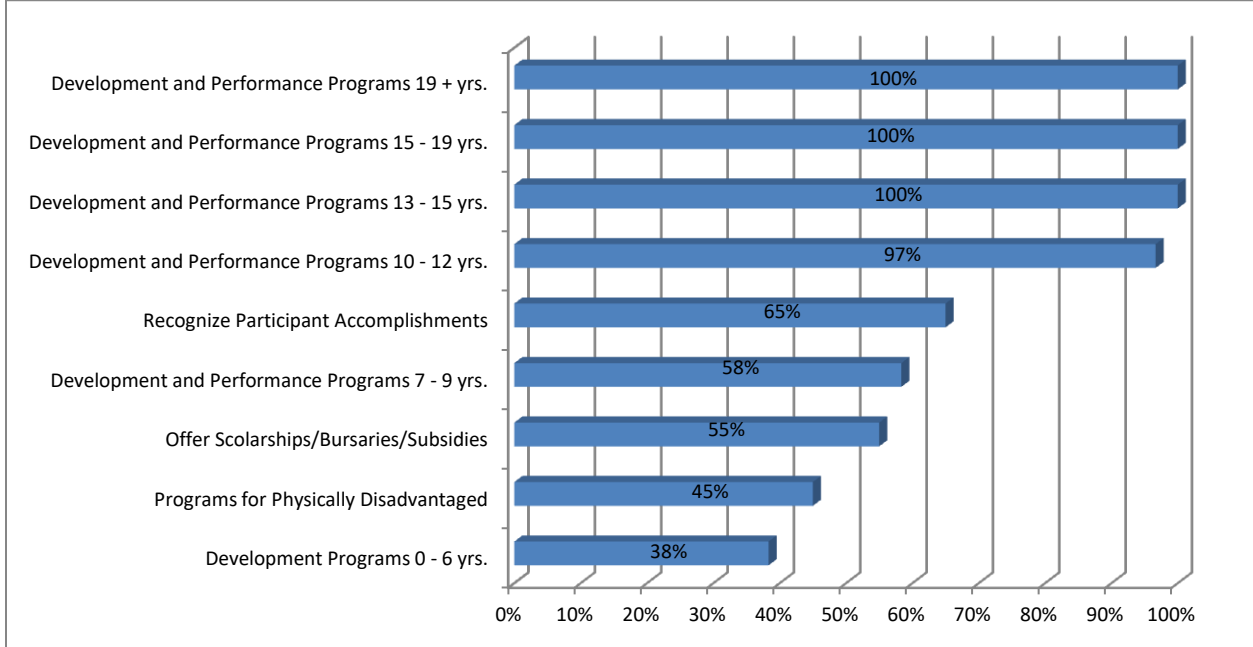
Chart 5: Organizational Administration



Participant Profiles

There appears to be organizational differences regarding the development and delivery of performance and skill development programs. Not surprisingly, organizations focus their energies on recreation and physical literacy programs for the younger age cohorts and then interject more high performance and competitive programs for participants over the age of 10 years. Two thirds of responding organizations have programs to recognize the athletic and competitive accomplishments of their participants and impressively, more than half offer scholarships, bursaries or program subsidies. Less than half of responding LSOs develop and deliver programs for physically disadvantaged persons.

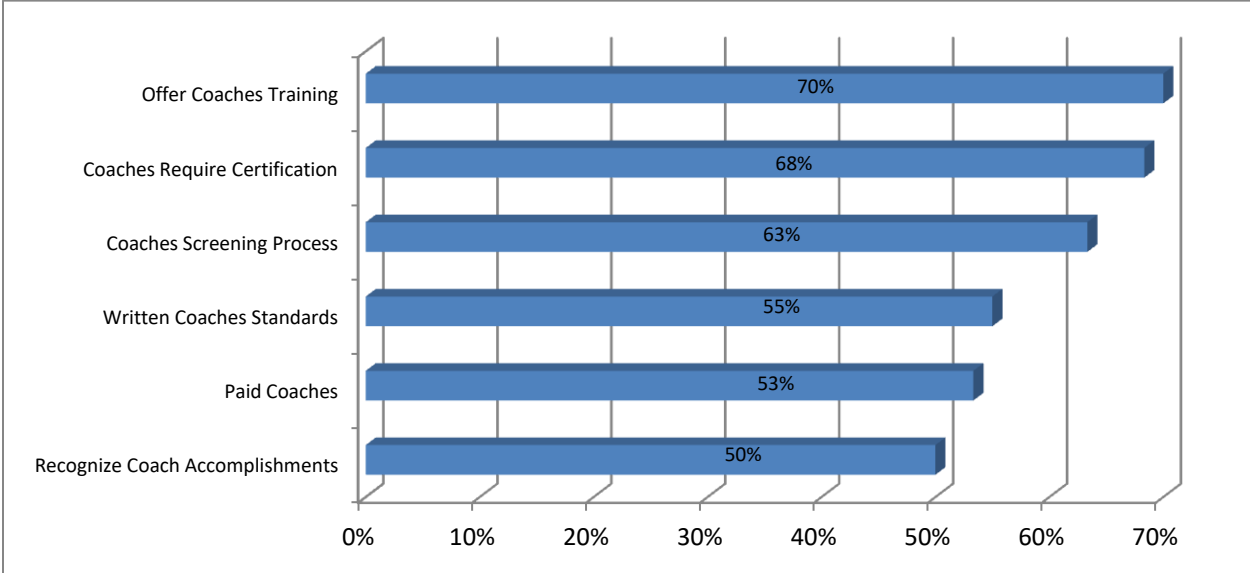
Chart 6: Programs and Participant Benefits



Support for Coaches

Between 50% and 70% of responding LSOs recognize the important role that coaches play in developing athletes and encouraging lifelong sport participation. While only about half of the organizations employ paid coaches, the majority of LSOs have standardized relationships with coaches including written standards of performance, a formal screening process and a certification requirement that is specific to the sport focus of the organization – often utilizing provincial or national sport organization certification programs. About three quarters of Kelowna’s LSOs offer their coaches access to training programs, generally affiliated with provincial or national sport training programs.

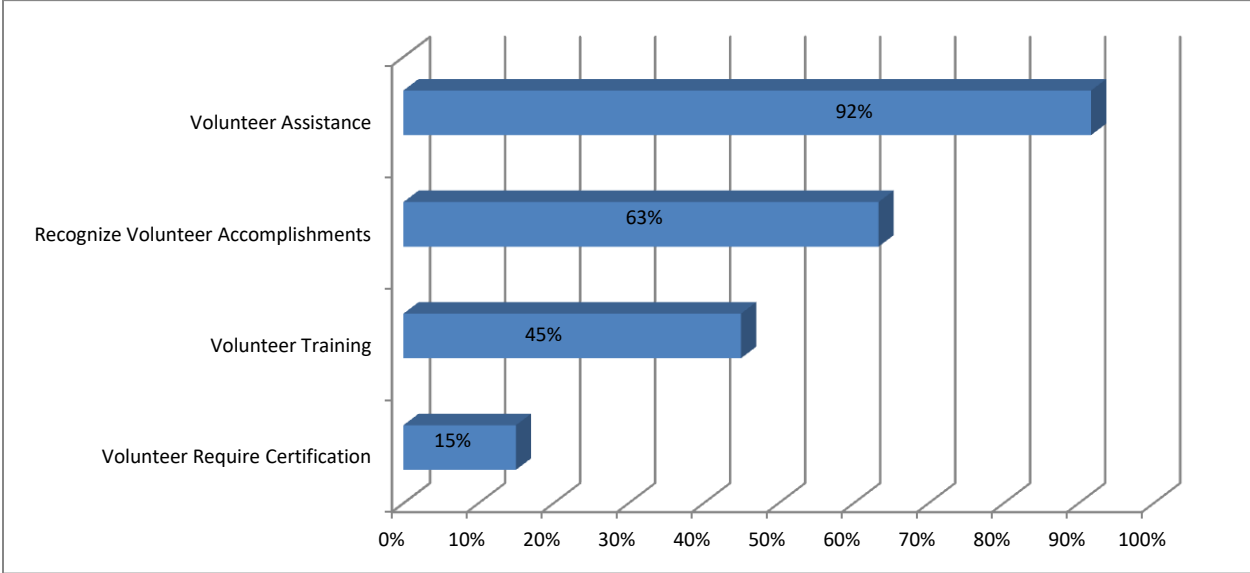
Chart 7: Support for Coaches



Volunteers

As is the case in most sporting environments, volunteers represent the life blood of the vast majority of Kelowna’s LSOs. In recognition of volunteers’ contribution to the success of their sport, organizations enact volunteer recognition programs and offer volunteer training initiatives. Only about 15% of responding LSOs require that volunteers are certified.

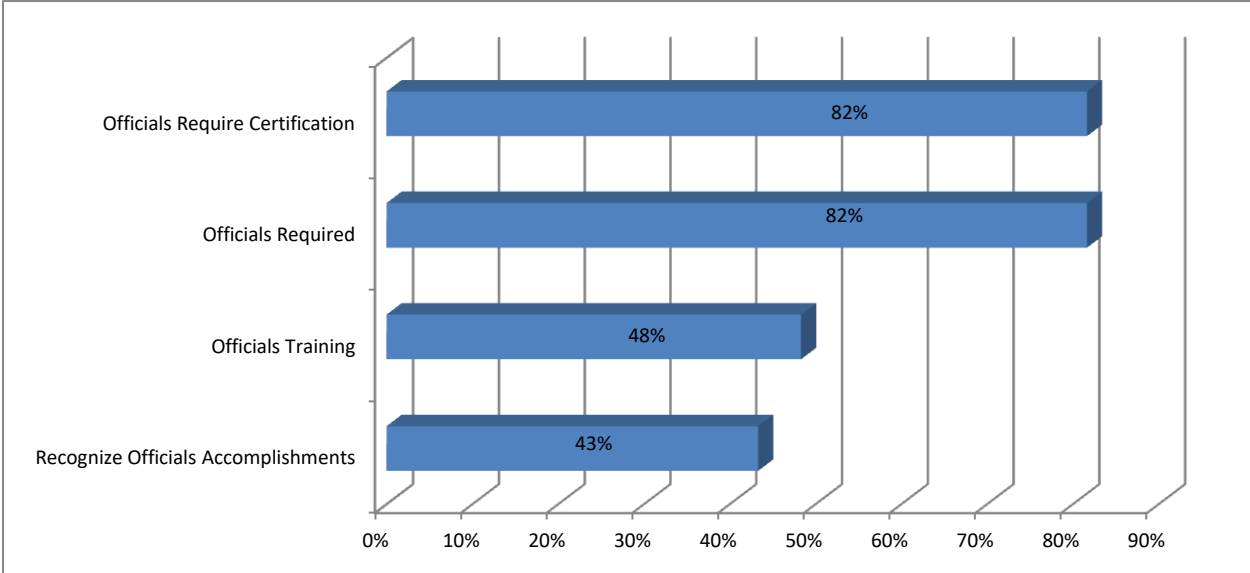
Chart 8: Volunteers



Officials

Sport officials such as referees, judges, timekeepers, etc. play an important role in the success of eight in ten of Kelowna’s LSOs. Expectedly, all the organizations that need officials require that they be certified and more than half of Kelowna’s sport groups provide officials with training opportunities. Slightly less than half of responding organizations implement an officials’ recognition program.

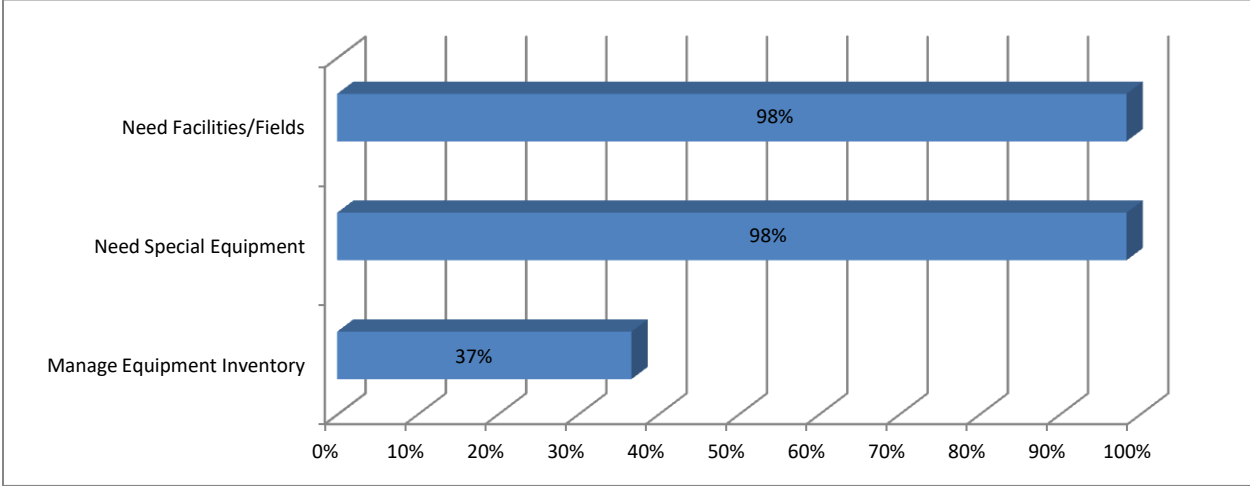
Chart 9: Officials



Equipment

Not surprisingly, almost all groups report the need for facilities and equipment specifically related to their sport. However, only about one third of responding groups utilize a formal equipment inventory management system.

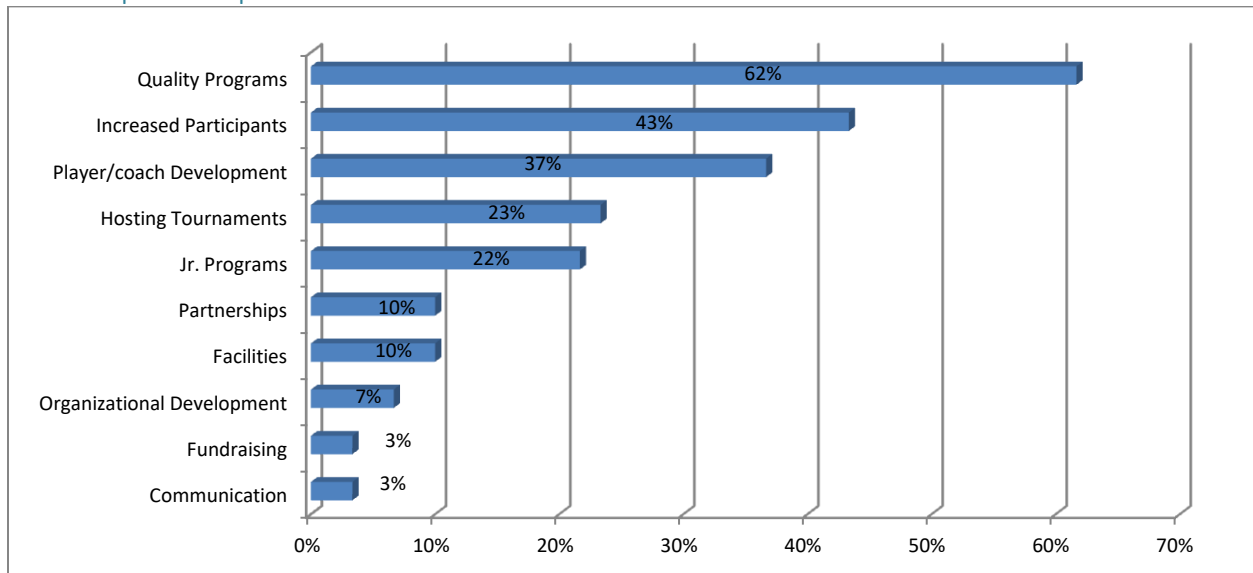
Chart 10: Facilities and Equipment



How LSOs Measures Success

Sport groups measure their performance and monitor their successes through the use of a number of variables and criteria. About two thirds of respondents report that the quality of their programs is the most important factor that indicates organizational success. Slightly less than half of the responding groups suggest that increasing the number of participants in their sport is a sign of organizational accomplishment while about a third track player and coach development as a success indicator. Effectively hosting tournaments and delivering top quality programs were mentioned as success factors by about 20% of responding groups. In terms of measuring their successes, it seems sport groups place less importance on developing partnerships, gaining additional access to facilities, organizational development, fund raising and communications.

Chart 12: Sports Groups’ Measurement of Success

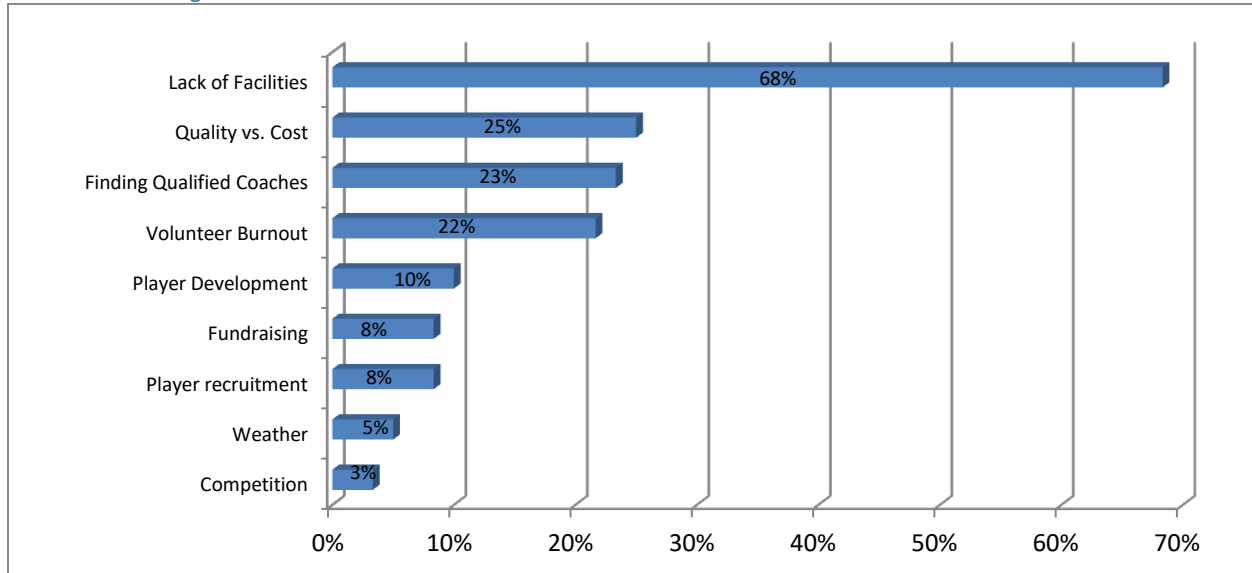


Challenges

When asked about the challenges facing sports groups, nearly seven in ten respondents report that the lack of facility time to accommodate development programs (such as practices and skill development camps) and to a lesser extent their competitive schedules are significant impediments to fulfilling their organizational goals. An examination of the write-in comments revealed that other limitation issues are caused by the lack of facility space. For example, some groups report that the time slots allocated to them for training occur during school hours which results in some participants having to miss school in order to participate in developmental programs. While some groups mentioned facility design and the insufficient facility component issues (such as limited spectator seating), lack of sufficient facility hours to deliver their programs was far and away the most frequent comment.

Keeping programs affordable and maintaining a balance between the cost of participation and the quality of the program was mentioned by one in four groups. Of nearly equal importance is the difficulty in attracting qualified coaches and the ability to find an adequate number of volunteers. Fund raising, player recruitment, inclement weather and competition between sports to attract participants were less important to many of the responding sport groups.

Chart 13: Challenges

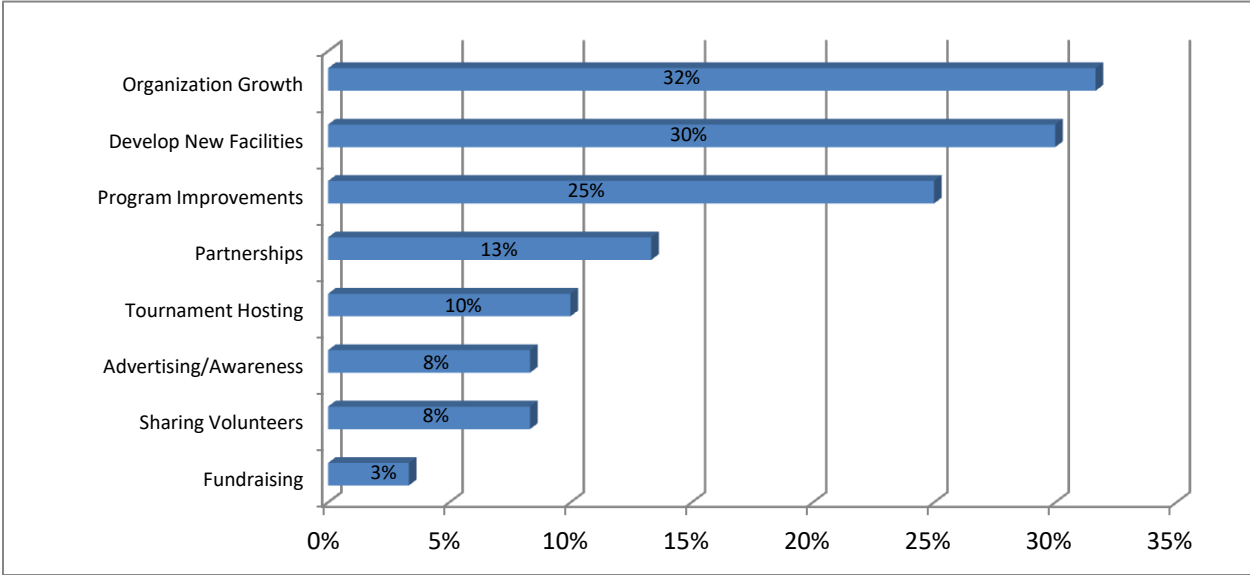


Opportunities

In view of the forgoing discussion about challenges facing sports groups, it is not surprising that one in three responding organizations suggest there are opportunities to grow their sports hand-in-hand with the development of new or expanded facilities. One quarter of responding groups suggest that there are opportunities to improve the quality of their programs while 13% believe there is potential to create partnerships to minimize the impact of some challenges while maximizing the opportunities to fill their organizational goals.

One in ten of responding groups believe there are opportunities to host more tournaments and events which by extension would promote the visibility of sport within Kelowna. Hosting events may also help groups realize successes in other key focus areas of their organization. Elevating awareness about sport through increased or improved advertising and marketing initiatives was also mentioned as a potential opportunity. Some groups suggested that sharing volunteers between segments of the same organization or even between sports could help to offset the challenge of attracting sufficient non-paid help to administer the organization or deliver its programs. Additional fundraising effort potentially on the collective basis was also viewed as an opportunity worth exploring.

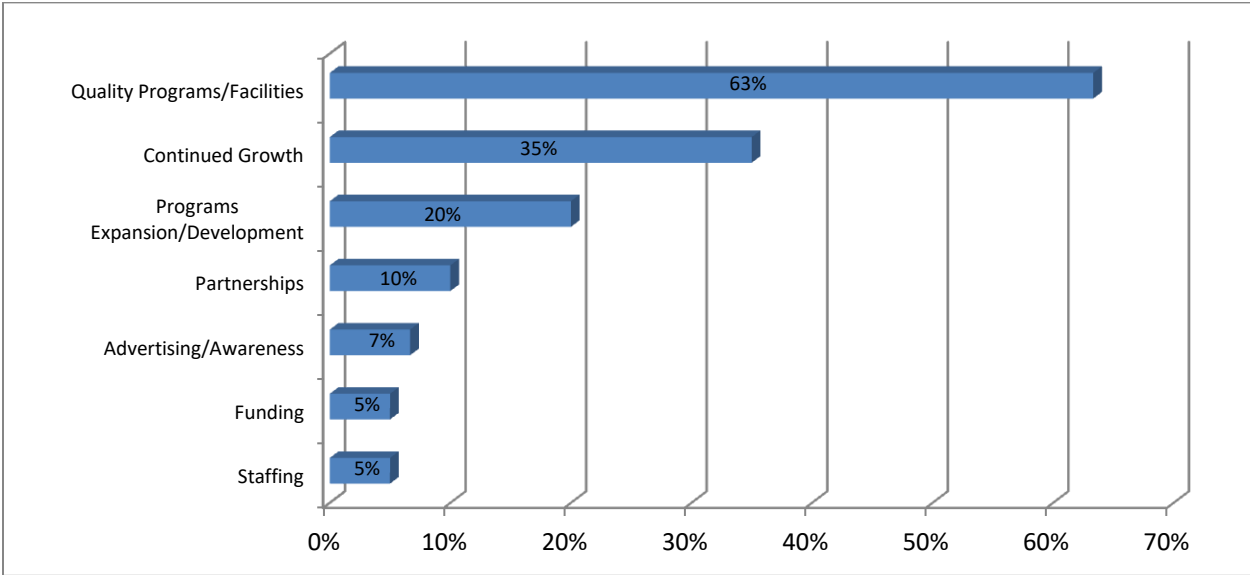
Chart 14: Opportunities



Organizational Priorities

LSOs were asked to provide input about their organizational priorities which could help to guide certain elements of the Sport Plan. In view of the feedback described in the preceding sections, it is not surprising that enhancing the quality of programs and facilities was by far the most prominent priority. Attracting an increased number of sport participants while expanding and developing new programs were also mentioned by many respondents. Creating new and enhancing existing partnerships was a theme mentioned by one in ten of the groups. Raising awareness about the importance of sport through advertising initiatives was listed by several organizations while identifying new funding sources and finding alternative staffing approaches were suggested by a few.

Chart 15: Organizational Priorities



General Summary of LSO Input

Sport System Capacity

- S&E Services supports over 75 sport organizations and more than 100 local sport tournaments, events and camps. The level of activity created by these initiatives is straining the capacity of the current inventory of sports fields and facilities.
- Sport groups suggest that the sports fields and facilities at Recreation Parks are at or near maximum utilization.
- Organizations that are experiencing growth in participants suggest that their growth in numbers is resulting in various facility challenges and lack of capacity issues.
- LSOs/participants want to be clustered together in centralized hubs of sport for: inclusion, event hosting, and operational streamlining.

Levels of Participation

- Sport participation numbers are increasing, particularly for females and seniors (masters).
- Many LSOs are experiencing elevated levels of participation from Kelowna's existing population. If present ratio of participants to population remains constant in the future, the number of participants served by the City's existing LSOs will grow based solely on population growth from within Kelowna's CMA.
- Most LSOs are planning to attract a larger number of participants from the existing population meaning that the participation ratio could climb in the future.
- Participants are looking for easily-accessible ways of becoming and staying active for many reasons including remaining healthy and socially connected.

Organizational Strength and LTAD Implementation

- LSOs have a desire to become increasingly more unified and strategic in their ongoing development activities.
- LSOs are fully prepared to adopt CS4L & LTAD principles but are often limited in doing so due to a lack of understanding of the models' concepts (know-how) and the effective use of resources. Assistance with CS4L & LTAD implementation would be beneficial to many LSOs.

- While most LSOs are registered with their provincial sport organization (PSO) many are disconnected from their PSO from an operational and administrative perspective. This has implications regarding the consistency of program implementation and to a certain extent could also affect the accuracy of participant/registrant numbers.
- LSOs are seeking opportunities to establish “physical home bases of operations” rather than a virtual existence which is sometimes referred to as “kitchen table offices”.
- LSOs lack financial and volunteer resources and are looking for new ways of doing business (i.e. partnerships, centralization, etc.)

Stakeholder Interviews

During the last two weeks of August 2017, GDH Solutions conducted interviews with nine (9) groups of stakeholders with an interest in Kelowna’s sport community. In some cases the interviews involved stakeholders from organized sport groups while in others they were simply grouped together because of their like areas of expertise. The focuses of the groups included:

1. Sport tourism and events;
2. Sports and culture;
3. Arena advisory group;
4. Sport fields advisory group;
5. Recreation;
6. Aquatics advisory group;
7. Post-secondary school education;
8. Primary and secondary school education; and
9. Health.

During each interview, participants were asked to comment on topic areas that will be important to deliberations that will lead to the development of Kelowna’s Community Sport Plan. Participants were also given latitude to provide information they felt would be important to the success of the Plan. The participants in each group are presented in the Appendix of this report.

The following information summarizes the salient points categorized under common themes.

What is Working Well

- There are lots of opportunities for participants at both the recreational and high performance levels within the local sport community. Kelowna’s sport organizations offer a wide variety of opportunities for children, adults and older adults alike, for both individual and group sports training and participation.

- There are many supports from the municipality and other related services to assist sport organizations.
- Relationships between the City and its LSO's are good and improving as a result of planned initiatives and a focus by the City on nurturing local sport opportunities.
- The current space allocation system is working well because it is now policy based and is regularly updated.
- Through the Community Sport Delivery Program, grants are provided to 4 to 6 LSO's annually. Each LSO has different goals for which they need support. Funding comes from the City, Pacific Sport and the private sector. This is building capacity within the sport community.
- Ice sports of all types are either stable or increasing in participation.

What Needs Improvement

- Many of the City's LSOs have strong leadership and excellent strategic plans. However, some LSO's are limited by governance issues and a singularity of focus. In certain cases, their energies are restricted to developing more participation within their own sport rather than contributing to the larger sport picture – such as helping to create or elevate the potential of sport tourism. Often they don't think beyond their own Provincial Championships. They need help from a Plan that elevates the caliber of events and the potential to draw attention to the City's sport community.
- The City could use its allocation policy to influence LSO's – to encourage multi-sport participation or to encourage LSO's to adopt a Sport for Life model.
- Groups need to understand the stepping stones in building organizational capacity.
- Training sessions for LSO's regarding the application of the LTAD & S4L models would be valuable in the area of organizational readiness and development to facilitate adopting the model's governance structures, etc. Additionally, LSOs need practical education especially in the area of supports that are available through the City.
- There is volunteer burnout. The City is working on a volunteer strategy - specifically events support –which is intended to create a “volunteer core”.
- LSOs need to be more strategic in capacity building.
- The sports advisory committees (aquatics, arenas, sports fields) are not as involved with shaping the sport community as they could be. Their mandates should be changed to allow them to address larger issues.
- The Plan should provide sound and evidence based methods of developing athletes.
- There is a need for a formal and less restrictive relationship with the School District for use of gyms and fields.
- There is a need to strengthen the relationship with Provincial and Federal Governments. Sport could learn from the Arts community that has a tri-party relationship with all three levels of government. This relationship is very beneficial and productive

What are the Barriers to Improvement

- The motivation and single-mindedness of the LSOs may be an impediment to change – they need to move away from focusing exclusively on participants in their sports because it is inconsistent with the CS4L model.
- There is a perception that new LSOs may have limited access to facilities because the City has a traditional allocation policy which does not recognize new emerging sports.
- Mostly turf fields and their uses are capped at 550 hours of use per season. Is this consistent with the actual number of hours of use that these fields could realistically accommodate?
- Sport hosting is limited by some facility design features and to some extent capacity issues - for example the limited capacity of the bleachers at H2O and the lack of bleachers at most sports fields.
- Some sports have no additional capacity to take on new participants because the number of teams that they currently operate (which is dictated by the hours that they have been allocated) are full – e.g. hockey.
- The City has no basketball courts that are suitable to host tournaments - except 3 on 3.
- The City's current joint use agreement with SD 23 involves a limited number of schools. A more fulsome agreement for gyms and sport fields would give sport groups greater access to several types of multi-use facilities. Additionally, expanding the concept to include partnership agreements with private schools would increase the facilities available for public use.
- The community use of Prospera Place is problematic because user groups may be bumped if given a 30 day notice. User groups need scheduling certainty and therefore several groups avoid using these two magnificent facilities.
- The City should fully understand the economic impact of hosting events. The Canadian Sport Tourism Alliance offers good resources to assist in estimating the economic implications of sport event.
- Work is required to break down silo thinking within LSOs; need interaction with other sports.
- Need to address the issue of athlete "poaching" between LSOs.
- There seems to be a perception that there is more investment required to support City sports programs.
- Increased demand is putting pressure on the City's current inventory of facilities and some of the facility supply is aging.
- The Health sector has not liaised with Sport and does not seem to be aware of the role that sport plays in developing healthy active children and families. More knowledge about physical literacy would be helpful.
- Okanagan College at Kelowna has 6,000 students. OK College campus has few sport facilities – the College has a fitness centre and beach volleyball courts but no gymnasium. OK College does not have access to any public school gyms but has incorporated one in their master capital plan. Unfortunately this is unlikely to come

about because funding from the Ministry of Education is restricted to “academic purposes” only.

- UBCO has 9,000 students. UBCO has a large gymnasium (2.5 courts) with an elevated walking/running track. The University has a large fitness centre, an artificial turf soccer field and an outdoor sports court with boards, which is used for ball hockey and basketball. UBCO would like to double the size of its gym (at an estimated cost of \$40 M) - but has a similar problem as OK College in accessing funding for non academic purposes. Both the University and College facilities are fully booked.
- SD 23 facilities are very difficult to access. The City books schools for City programs, but some programs are cancelled which results in the gym(s) remaining empty.

Thoughts about Partnerships

- Respondents listed possible partnership candidates including: YMCA, Boys and Girls Club, Curling Club, Gymnastics, Badminton Club, Paddle Centre, Ball hockey/soccer bubble (on Ellis), Badminton Club and Urban Rec. This is not a comprehensive list, but a good starting point to be considered by the Plan.
- There is an opportunity for partnerships with the City and the private sector to build more sport and recreation facilities.
- UBCO has the land available for new facilities which presents an interesting partnership opportunity.
- UBCO could support Sport Tourism initiatives such as tournaments, multi-sport games etc.

Respondents’ Suggested Themes and Priorities of the Plan

- Kelowna as a Premier Sport Destination
- Broad understanding CS4L and recognition of sport as a “social change maker”.
- Gymnasium space and artificial turf fields are priorities for both UBCO and OK College
- Strong local sport community supported by well managed and maintained facilities
- Recognition of needs of changing community – demographics - new Canadians
- Create a robust community through sport, arts and culture
- Interagency collaboration
- Attract/host multi-sport games, which result in new or renovated facilities; e.g. Canada Games

Other Thoughts

- Use an annual Town Hall meeting as a training opportunity to share “best practices” of local LSOs.

Appendices

Appendix A

Kelowna Community Sport Plan Steering Committee

- Project Lead – Doug Nicholas (City of Kelowna)
- Project Sponsor – Jim Gabriel (City of Kelowna)
- Sport Sector Representative – Shaunna Taylor (PacificSport Okanagan)
- Health Sector Representative – Norman Hanson (Interior Health)
- Education Sector Representative – Kevin Kaardel (School District #23)
- Recreation Sector Representative – Cory Krist (YMCA of Okanagan)
- Post-secondary Education Sector Representative – Rob Johnson (UBCO)
- Tourism Rep – Jennifer Horsnell (Tourism Kelowna)
- Sport Facilities Representative – Don Backmeyer (Community Sport)
- Communications Liaison – Amanda Lamberti (City of Kelowna)

Appendix B

Local Sports Organizations

Submitted Survey

Archery/Shooting - KDFGC	Field Hockey - OVFHA	Slo-Pitch (Seniors) - OSSL
Athletics - OAC	Figure Skating - KSC	Soccer - COYSA
Badminton - KBC	Football - KMFA	Soccer - KMSL
Baseball - COMBA	Football - Ok Sun	Soccer - KUFC
Baseball - OC Coyotes	Gymnastics - OGC	Soccer - Soccaskool
Baseball - Ok A's	Hockey - KMHA	Soccer - TOFC
Basketball - Jr Heat	Lacrosse - KMLA	Softball - KASA
Basketball - KMLA	Lacrosse - Sr Raiders	Special Olympics - SOBC
Basketball - OC Coyotes	Lawn Bowling - KLBC	Speed Skating - KSSC
Bocce - KBC	Multi-Sport (Adult) - City	Swimming - KAJ
Bocce - KCIC	Multi-Sport - Urban Rec	Swimming - OSSC
Boxing - KBC	Paddling - KPC	Swimming (Masters) - OMC
Canoe/Kayak - KCKC	Pickleball - PKC	Tennis - OMTC
Cricket - KCCS	Ringette - KRA	Triathlon - KTC
Curling - KCC	Rugby - CORE	Ultimate Frisbee - KUPS
Cycling (BMX) - KBS	Rugby - Crows	Volleyball - Jr Heat
Cycling (Road) - BOA	Rugby - Vicars	Volleyball - OVA
Diving - KSDC	Sailing - COSA	Water Skiing - KWSC
Dragonboating - KDBC	Skiing (Alpine) - BWSC	Wheelchair Rugby - KO's
Fastball - KMFA	Slo-Pitch (Men) - KMMSP	Wrestling - COWA
Fastball (Men) - KMMF	Slo-Pitch (Mixed) - KMSP	

Yet to Submit Survey

Ball Hockey - OBHL	Equestrian - KRC	Polo - OPC
Baseball - Falcons	Gymnastics - Gymnastix	Roller Derby - ORD
Bowling - KTPBA	Hockey - Chiefs	Sailing - KYC
Cycling (Mountain) - MBCO	Hockey - POE	Soccer (Women) - KWSL
Disc Golf - KDGC	Lacrosse - Jr Raiders	Swimming (Synchro) - KDSC

Appendix C

Interview Participants

<p>Sport Tourism and Events Jennifer Horsnell (Tourism Kelowna) Harvey Hubbell (Tourism Kelowna) Chris Babcock (City)</p>	<p>Recreation Mariko Siggers (City) Cory Krist (YMCA) Jamie Taverner (Urban Recreation)</p>
<p>Arena Advisory Group Nancy Goplen (Speed Skating - KSSC) Lesley Driscoll (Ringette - KRA) Steve Smith (Hockey - KMHA) Harry Brust (Hockey - Over 50)</p>	<p>Post-Secondary Education Rob Johnson (UBCO) Steve Manuel (UBCO Athletics) Heather Schneider (Okanagan College)</p>
<p>Sports Field Advisory Group Carolyn Gillespie (Field Hockey) Sheryl Baker (Soccer - COYSA) Todd Russell (Baseball - COMBA) Chris Jones (Slo-pitch - KASA) Steve Fagan (City)</p>	<p>Aquatics Advisory Group Sharon Sidhu (Diving - KSDC) Linda La Lone (Swimming - KAJ) Maureen Dixon (Swimming - KAJ) Sharon Spring (Swimming - OMSC) Robyn MacNeill (YMCA - H2O) Randall Wright (YMCA) Ian Murray (Swimming - OSSC) Frank Ball (Special Olympics - SOBC) Roxanne Pomeroy (Synchro Swimming)</p>
<p>Education Kevin Kaardel (School District #23) Mona Essler (School District #23)</p>	<p>Interior Health Norm Hanson (Interior Health) Julie Steffler (Interior Health)</p>
<p>Sport and Culture Jim Gabriel (City - Active Living & Culture) Don Backmeyer (Community) Sandra Kochan (City - Culture) Shauna Taylor (PacificSport Okanagan)</p>	