



Kelowna Community Sport Plan

Summary Report



» Background

Sport participation benefits individuals and society overall through improved physical, psychological and social well-being; increased civic pride, engagement and cohesion; and increased economic development and prosperity.¹ A strong Community Sport Plan will assist a community in achieving these desired outcomes, and in realizing sport's positive impact for both an individual's personal benefit and the greater public good. It will provide a framework for the local sport system that will guide decision making and provide direction for strategic leadership.

The Kelowna Community Sport Plan (KCSP) has been created in alignment with the Canadian Sport Policy and reflects the most up-to-date thinking in sport development, sport administration, sport partnerships and an all-inclusive sport environment. The KCSP is consistent with existing and evolving municipal policies and strategies such as "Kelowna's Healthy City Strategy", and it contributes to facility development plans and event procurement strategies.

The Kelowna Community Sport Plan will guide collaboration between the City, the sport community and their collective partners in creating programs, services and supports that encourage and enable all Kelowna residents to enjoy lifelong participation in sport. The KCSP encourages capacity building, elevates awareness about the benefits of living an active lifestyle, builds supports for quality sport programming and creates an inclusive environment so that all Kelowna residents can participate in sport regardless of their skill levels, physical abilities and resources.

» Partners in the Planning Process

The development of the Kelowna Community Sport Plan was led by the City of Kelowna, with support and guidance from a Community Sport Plan Steering Committee made up of individuals and organizations interested in supporting and advancing sport in Kelowna. Additionally, the City actively pursued input and involvement in the planning process from key community stakeholders who support sport, including:

- Local Sport Organizations
- Interior Health
- Central Okanagan Public Schools
- University of BC Okanagan
- Okanagan College
- Tourism Kelowna
- YMCA of Okanagan
- PacificSport Okanagan



¹ Policy and Program Considerations for Increasing Sport Participation Among Members of Underrepresented Groups in Canada: A Literature Review, Sue Cragg Consulting, November 2016

» Creating the Kelowna Community Sport Plan

The planning process involved numerous interactions with the sport community as well as other individuals and organizations that can help elevate the sport environment in Kelowna. All of the initiatives reflected the most current thinking and policy statements that are shaping progressive sport communities throughout North America. The KCSP's consultation process included:

- An environmental scan which examined all reports, trends and other information that are important factors in advancing sport in Kelowna;
- A Local Sport Organization (LSO) Self-Reporting Tool that collected information, data and input from more than 60 LSOs representing over 80% of Kelowna's sport community;
- Interviews conducted with nine (9) groups of stakeholders with an interest in Kelowna's sport community;
- A Community Town Hall that offered the local sport community, sector representatives and community members at large an opportunity to contribute to the Plan; and
- Input from participants of the Okanagan Sport Leadership Conference.

In the final stages of the planning activities, the draft Guiding Principles and Strategic Goals were presented on the City's engagement website. Residents were invited to offer comments or further suggestions to augment the input that had been received in the earlier consultation process. All of the data, information and inputs collected through the research and consultation processes were considered and/or incorporated into the Kelowna Community Sport Plan.

As illustrated above, a host of individuals, sport organizations, allied agencies and the general public provided guidance and input about the current state of sport in Kelowna including what is working well and where potential improvements can be made to advance community sport over the next 10 years. This input was instrumental in developing the following long-term Vision, Guiding Principles and Strategic Goals for the Kelowna Community Sport Plan. Additionally, the KCSP includes recommended Action Items that provide a greater level of direction for achieving the goals while remaining more fluid and adaptable to the changing sport environment.

» Vision

Kelowna's dynamic sport system inspires lifelong participation in sport, improves residents' quality of life and strengthens our community. Our citizens are empowered to enjoy sport and physical activity that is inclusive to all.

» Guiding Principles

The following principles will guide our efforts in achieving our Vision.

Provide Positive Sport Experiences	Our sport system is fair, safe, sustainable, focusing on participants' sport experience while promoting physical literacy.
Celebrate our Champions	Our sport system recognizes our volunteers and sport partners as invaluable champions of sport.
Achieve Excellence	Our sport system pursues excellence that enables community members to enjoy sport at a level that matches their capabilities and interests.
Promote Inclusivity	Our sport system is open, diverse, welcoming and accessible to all.
Build Collaboration	Our sport system is grounded in collaboration that is fair, respectful and reliant on collective contributions.
Develop Quality Infrastructure	Our sport system enjoys high-quality sport and recreation facilities that support a diversity of abilities, aspirations and goals.
Accomplish Results	Our sport system promotes sport participation, community wellness and positive personal development.



» Strategic Goals

1. **Increase participation in sport & physical activity for all ages**
Promote sport participation for all citizens, increase the awareness and understanding of the benefits of physical activity through sport, and address barriers that may inhibit participation in sport.
2. **Create quality, inclusive programs, services and events that are available at all stages of the CS4L continuum**
Create programs and supports that are evidence based, accessible to all and consistent with the most up-to-date knowledge about health, wellness, physical activity and sport development.
3. **Strengthen interaction and collaboration between allied partners and sport delivery agencies**
Solidify existing relationships between partners and expand the number of those within or contributing to the sport community through the development of a collaboration framework.
4. **Improve organizational capacity and sustainability of Local Sport Organizations**
Develop services that support the development and sustainability of Local Sport Organizations and adopt a planned and progressive method of strategically investing in sport.
5. **Provide exceptional facilities for sport participation and performance initiatives**
Develop, operate and maintain sport and recreation infrastructure that is consistent with the evolving needs of our community.
6. **Be recognized as a premier sport event destination in Western Canada**
Create a comprehensive sport tourism framework to facilitate the event procurement process, support event hosting opportunities, and advance local sport tourism initiatives.

» Action Items

GOAL 1: *Increase participation in sport & physical activity for all ages.*

- 1.1 Improve community awareness of sport participation options through avenues such as a shared online tool offering marketing, networking, scheduling and registration capabilities
- 1.2 Develop a physical literacy action plan that is adaptable to multi-sectoral (Sport, Recreation, Health, Education) delivery methods
- 1.3 Develop and manage reporting tools to track and monitor local physical activity and sport participation
- 1.4 Create physical activity initiatives/programs that encourage multi-sport participation and support ongoing relationships with LSOs
- 1.5 Establish a system to identify, monitor and remove barriers to sport participation and work with LSOs to improve athlete retention

GOAL 2: *Create quality, inclusive programs and services that are available at all stages of the CS4L continuum*

- 2.1 Be a “champion” Canadian Sport for Life Community that develops physical literacy, creates a sport excellence environment and provides opportunities for citizens to be active for life
- 2.2 Encourage facility operators to incorporate CS4L principles into their “Allocation Policies” as a condition of use, to ensure that LSOs have adopted a developmentally appropriate, multi-sport approach to sport development
- 2.3 Regularly review and align facility allocation processes and fee structures across sectors (Municipal, Education, Other) and provide a more coordinated approach that ensures fair and equitable access to facilities and supports; balances competitive, training and recreational uses; and maximizes facility utilization
- 2.4 Educate the community on CS4L principles and encourage multi-sport programming that focuses on holistic sport development and appropriate specialization
- 2.5 Investigate LSO best practices and provide training related to CS4L programs and coach/mentor leadership to support program development

GOAL 3: *Strengthen interaction and collaboration between allied partners and sport delivery agencies.*

- 3.1 Promote multi-sectoral collaboration on sport-related initiatives that will strengthen relationships between LSOs and allied partners
- 3.2 Organize an annual event(s) to promote shared initiatives, encourage relationship building and explore new opportunities for collaboration
- 3.3 Strengthen the relationships between LSOs through a variety of shared training, networking and sport development initiatives
- 3.4 Explore partnership opportunities with facility owners/operators and develop reciprocal/shared use agreements that include increased access to public and private sport facilities and fields
- 3.5 Develop “complementary-sport” partnerships between LSOs that focus on collaboration, coordination and promotion of multi-sport opportunities from early years to adults

GOAL 4: *Improve organizational capacity and sustainability of Local Sport Organizations.*

- 4.1 Develop a centrally-located “sport hub” to facilitate LSO operations, meeting access, resource sharing and administrative support
- 4.2 Implement a Board Governance training program that includes board development, fundraising, marketing, scheduling, strategic planning, financial management, succession planning and fiduciary oversight
- 4.3 Provide access to regional demographic information (population statistics, health trends, sport participation data, etc) to ensure that LSO program design and delivery is influenced by the most current and relevant data
- 4.4 Develop a Sport Volunteer Strategy to assist LSOs with their volunteer management challenges including recruitment, retention and recognition
- 4.5 Work with LSOs to develop a planned and progressive approach for strategic investment in local sport initiatives

GOAL 5: *Provide exceptional facilities for sport participation and performance initiatives.*

- 5.1 Review and update sport facility needs and infrastructure plans on a 5-year cycle, and utilize the refreshed data to inform development/revitalization plans related to sport and recreation facilities
- 5.2 Explore joint funding opportunities for new or redeveloped facilities, employing a partnership approach that is consistent with the characteristics of the project
- 5.3 Promote a quality Facility Maintenance Program that supports facility operators and ensures that sport facilities are operated and maintained at a high standard
- 5.4 Work with facility operators to establish appropriate Facility Reserves for renewal or replacement of existing sport facilities
- 5.5 Adopt a strategic, collaborative approach to capital investment and resource allocation for existing sport facility renewal and new sport facility development

GOAL 6: *Be recognized as a premier sport event destination in Western Canada.*

- 6.1 Develop and promote a Sport Event Hosting Strategy focused on creating increased exposure for Kelowna and achieving lasting legacies in the areas of sport development and community building
- 6.2 Build partnerships between public and private sectors to maximize the benefits of hosting events and contribute to community development
- 6.3 Create an efficient permitting process with financial, planning and hosting resources that support successful events and LSO capacity building
- 6.4 Build a sport event hosting volunteer program that assists with the recruitment, training and utilization of volunteers for sporting events
- 6.5 Develop a methodology and reporting tools for the measurement of economic impact for current and potential events



» Implementation

The Kelowna Community Sport Plan is a comprehensive document that examines a range of sport-related issues and opportunities, and presents goals and action items to further develop Kelowna's sport community. An Implementation Strategy will be developed after all elements of the KCSP have been finalized.

Kelowna has an excellent foundation in place to promote and enable quality sport experiences. Through an effective Implementation Strategy, the Kelowna Community Sport Plan will support future sport development initiatives, guide decision making and provide direction for strategic leadership of a robust local sport system for years to come.

» Acknowledgements

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- Interior Health
- Central Okanagan Public Schools
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- Okanagan College
- Tourism Kelowna
- Community Town Hall contributors
- Sport Conference delegates and Survey participants
- PacificSport Okanagan
- YMCA of Okanagan
- City of Kelowna
- Arenas Advisory Committee
- Sportsfields Advisory Committee
- Aquatics Advisory Committee
- Local Sports Organizations

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Photos courtesy of City of Kelowna, PacificSport and Tourism Kelowna.

