

September 2017



CITY OF KELOWNA COMMUNITY SPORT PLAN



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

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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)

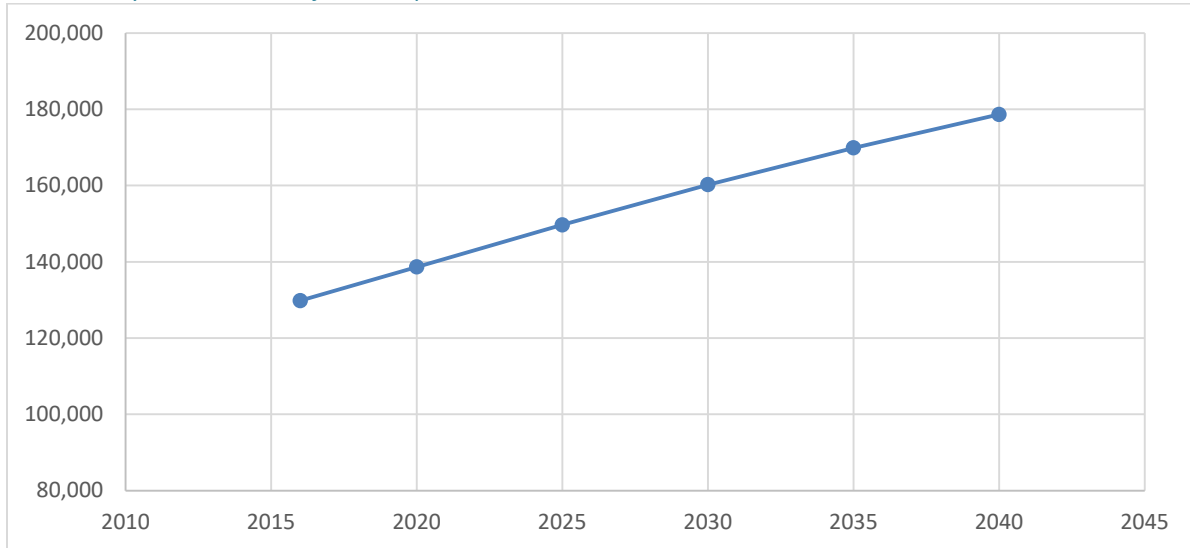
Engagement in physical activities for life refers to an individual taking personal responsibility for physical literacy by freely choosing to be active on a regular basis. This involves prioritizing and sustaining involvement in a range of meaningful and personally challenging activities, as an integral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

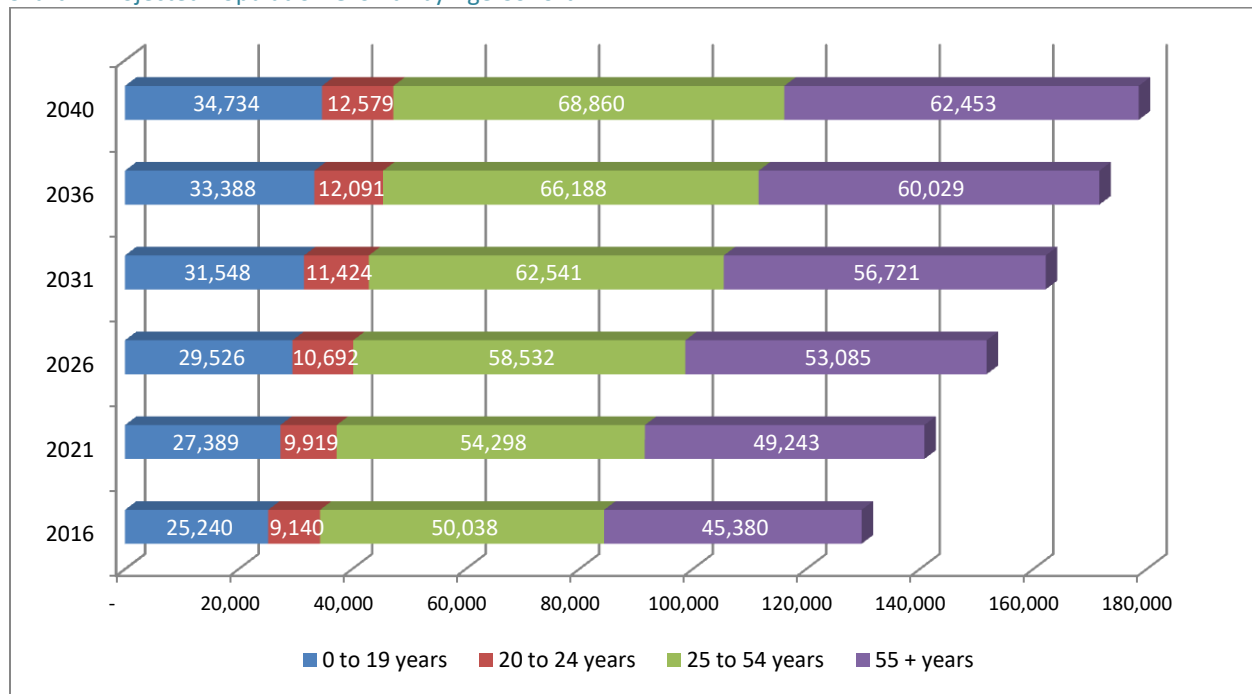
Chart 1: City of Kelowna Projected Population Growth



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.

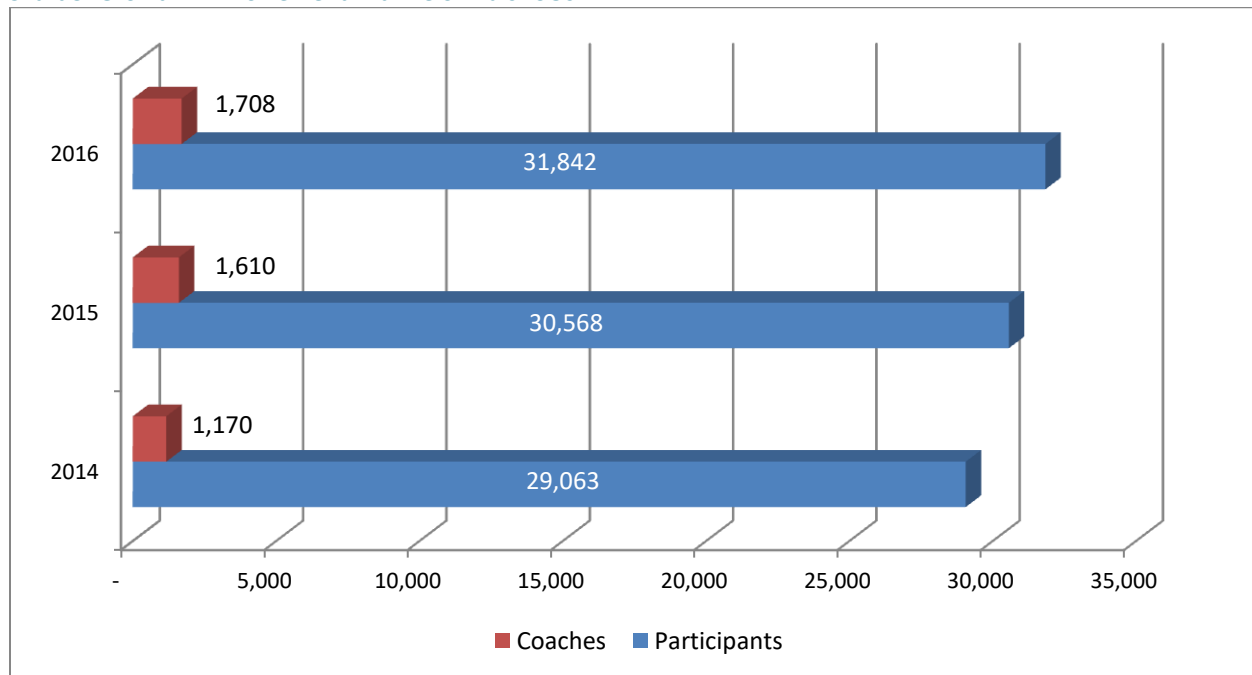
The survey was completed by 62 sport organizations that cater to the sport and physical activity interests of adult and youth participants. The impressive response rate (78% of organizations affiliated with S&E Services) ensures that the input provided represents valuable insights into important areas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

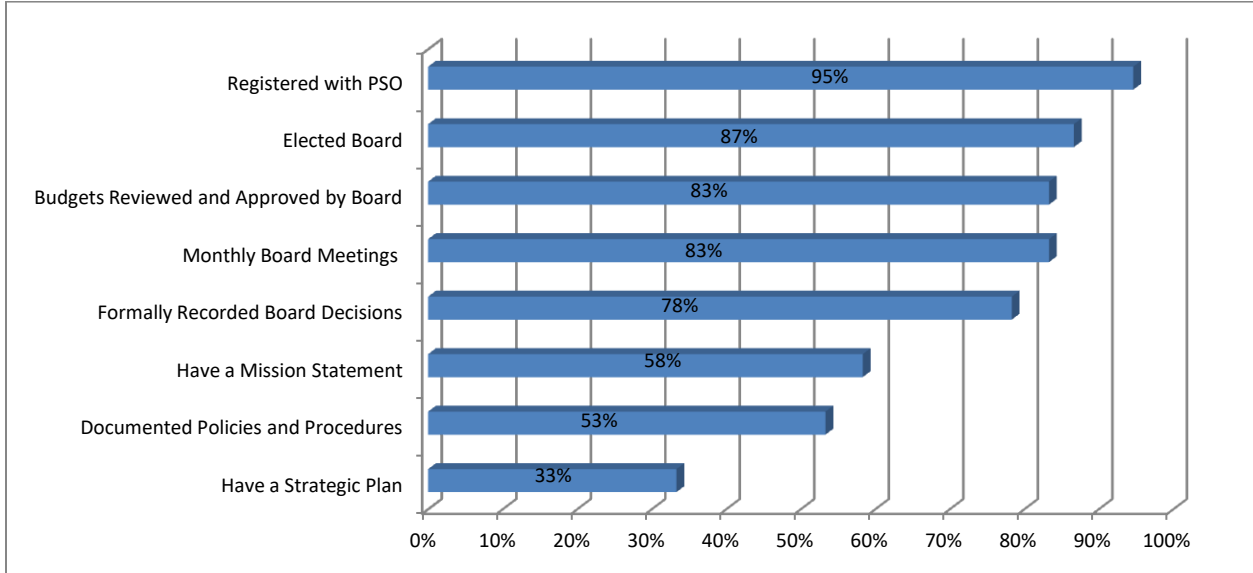
Chart 3: Growth in Involvement with Kelowna’s LSOs



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.

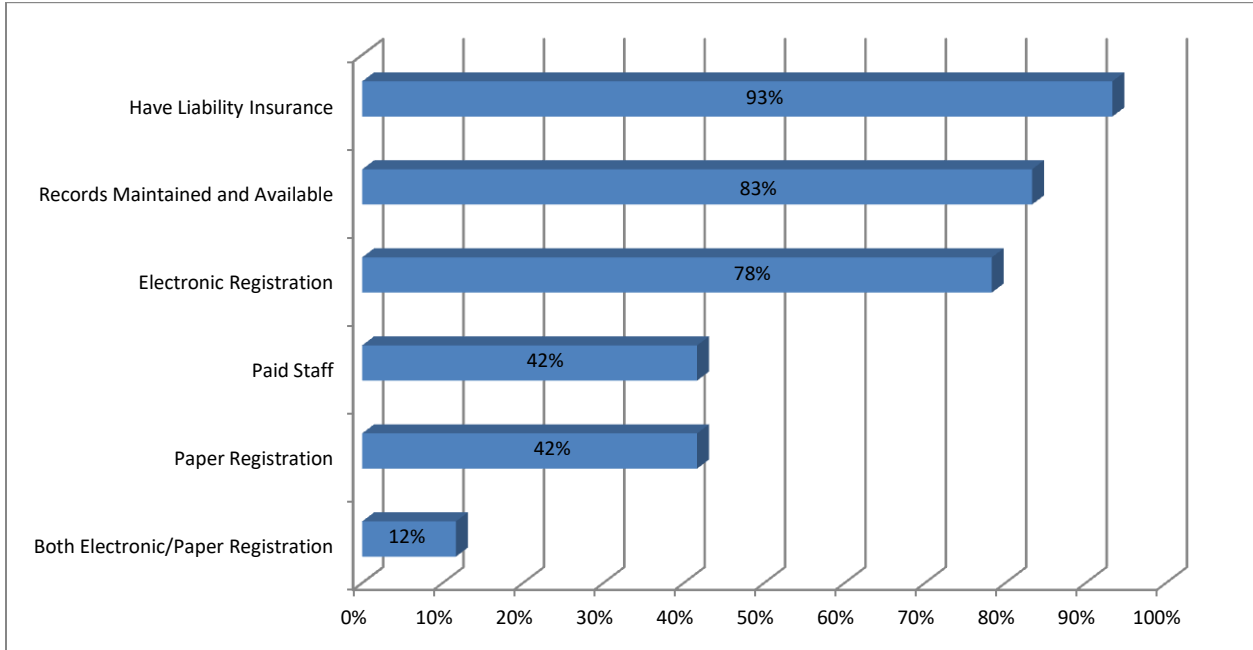
Chart 4: Organizational Governance



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.

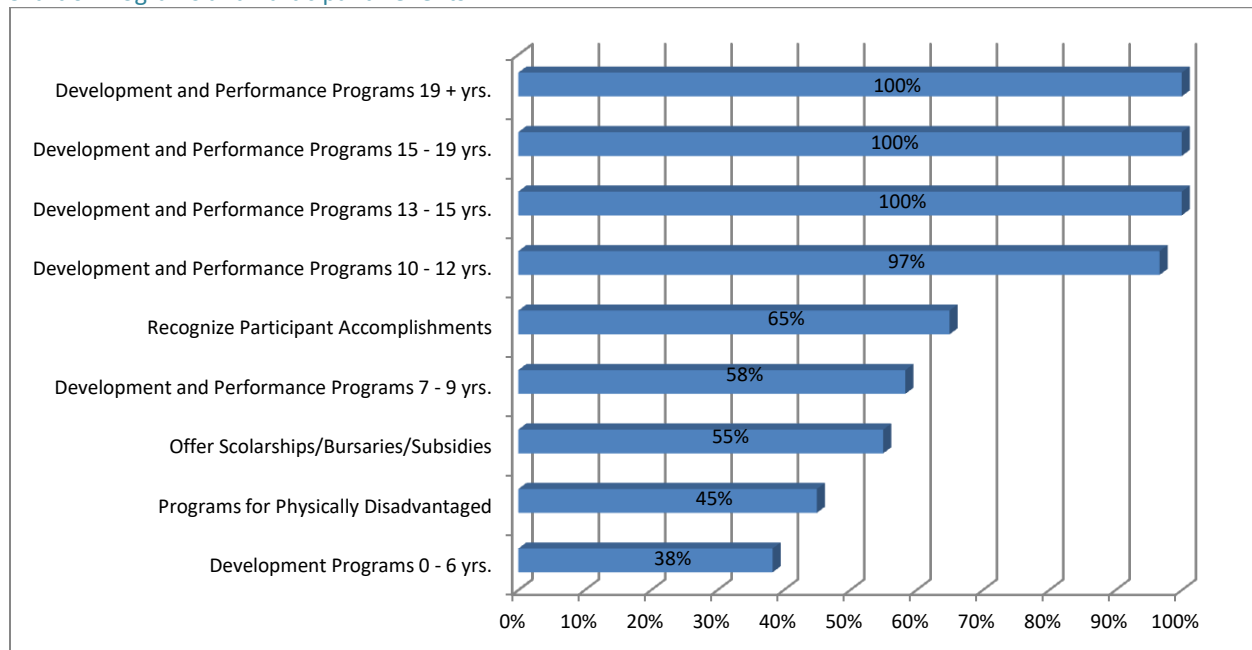
Chart 5: Organizational Administration



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.

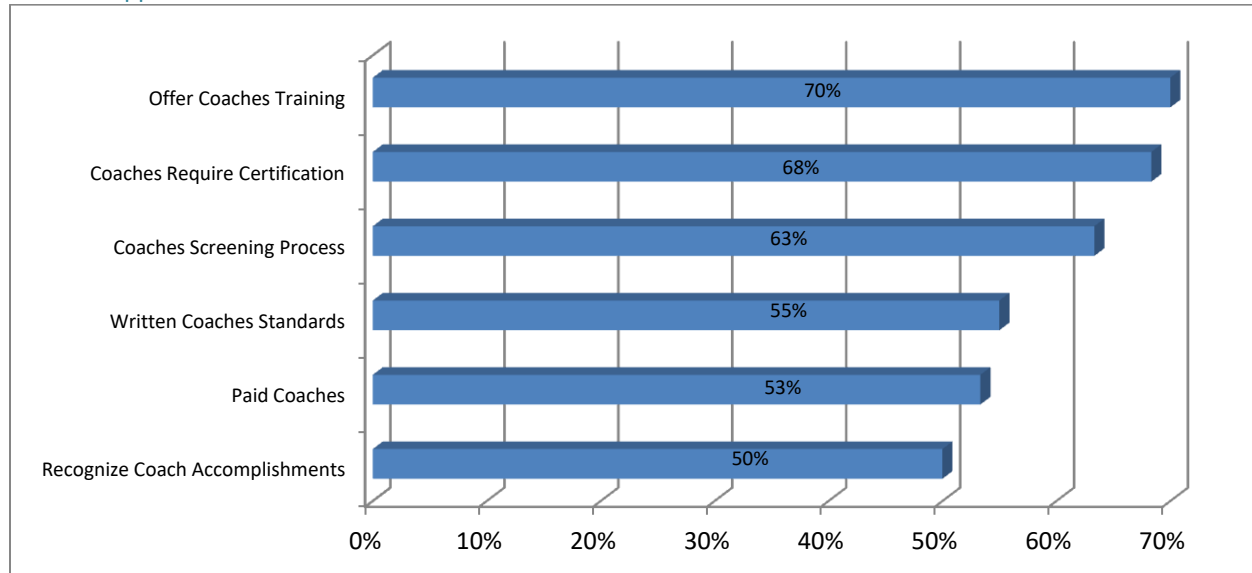
Chart 6: Programs and Participant Benefits



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.

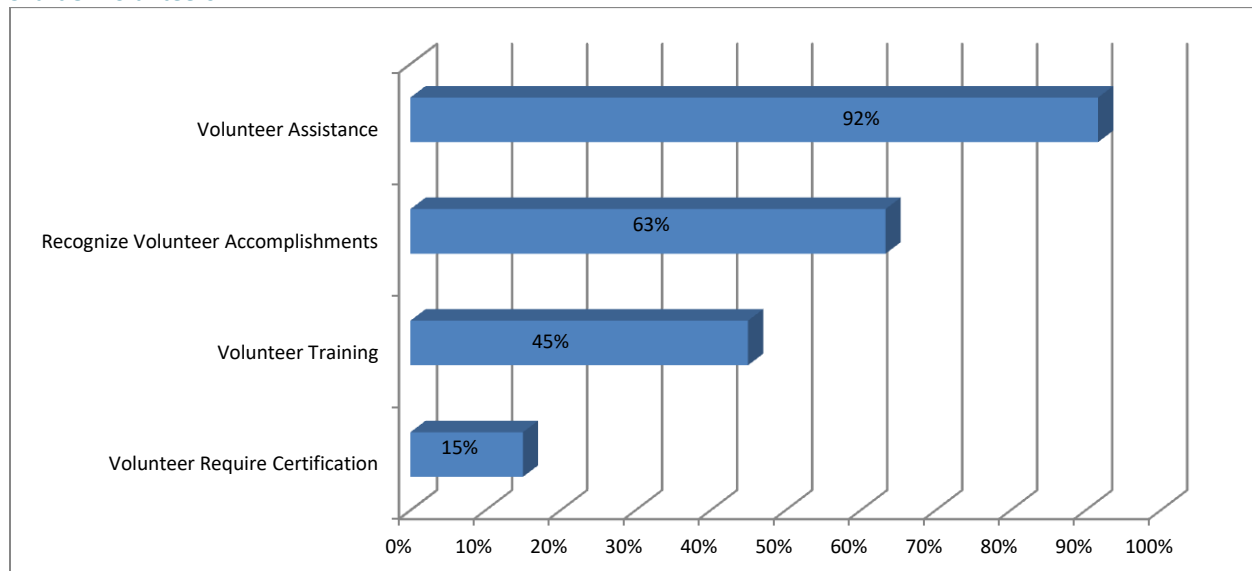
Chart 7: Support for Coaches



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.

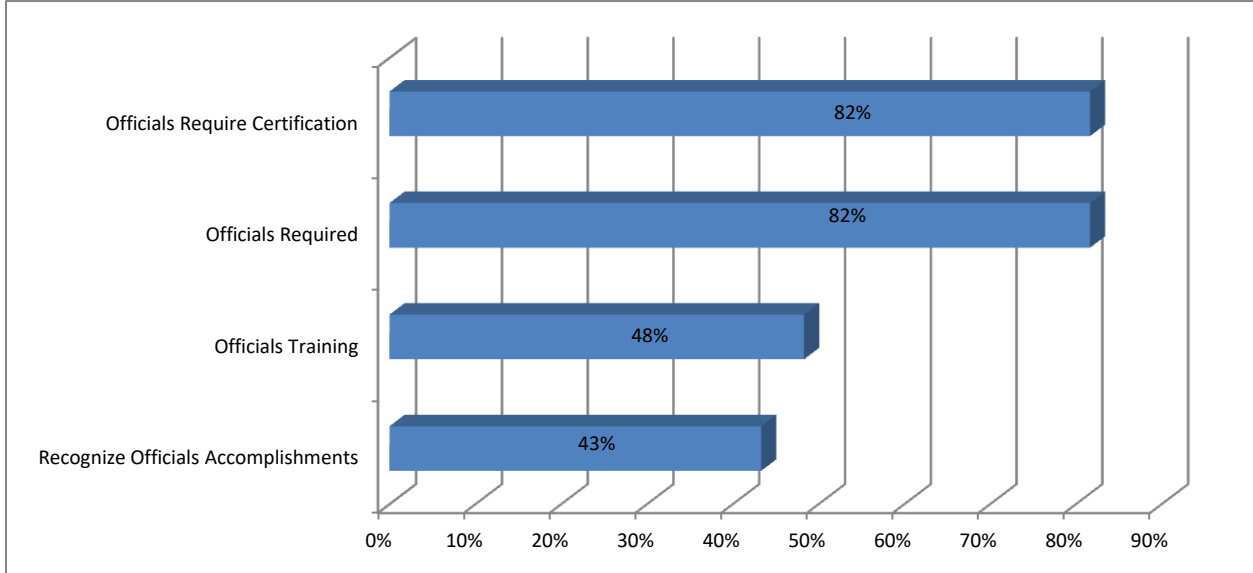
Chart 8: Volunteers



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.

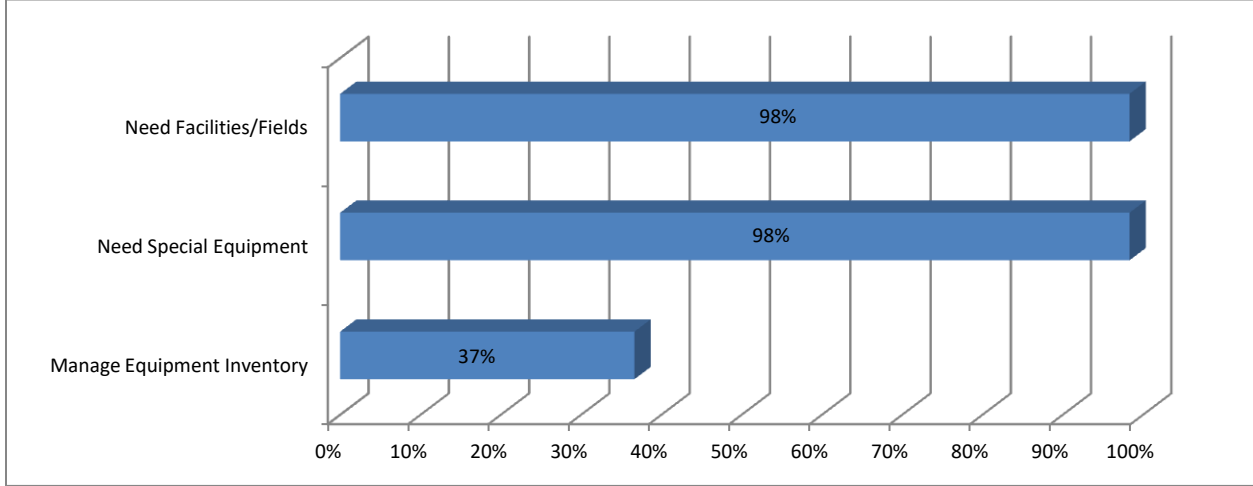
Chart 9: Officials



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.

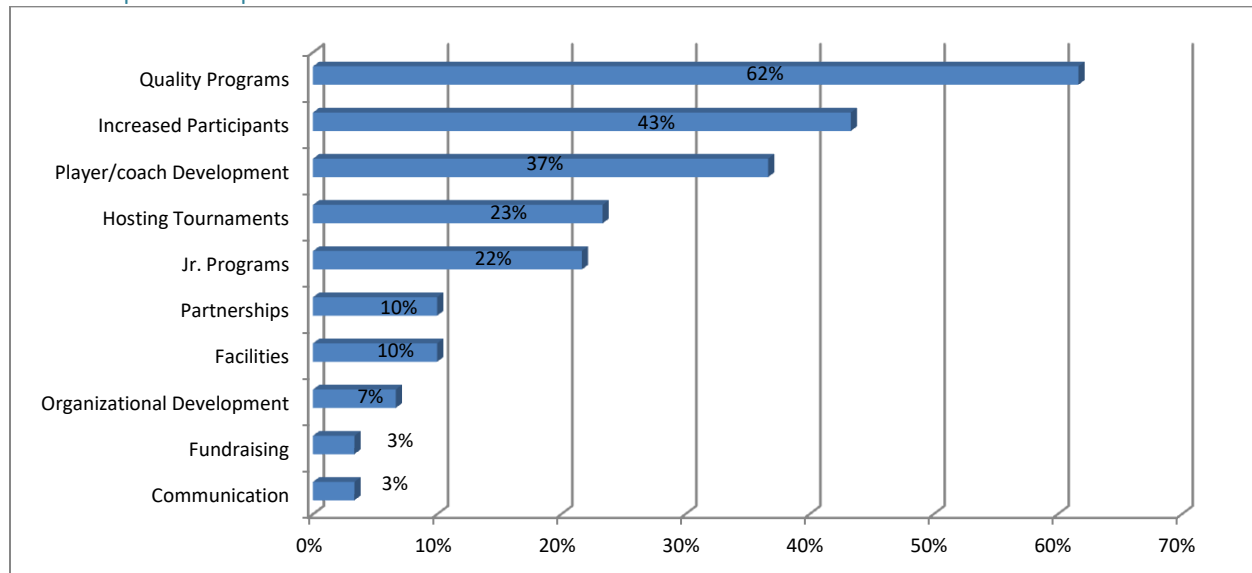
Chart 10: Facilities and Equipment



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

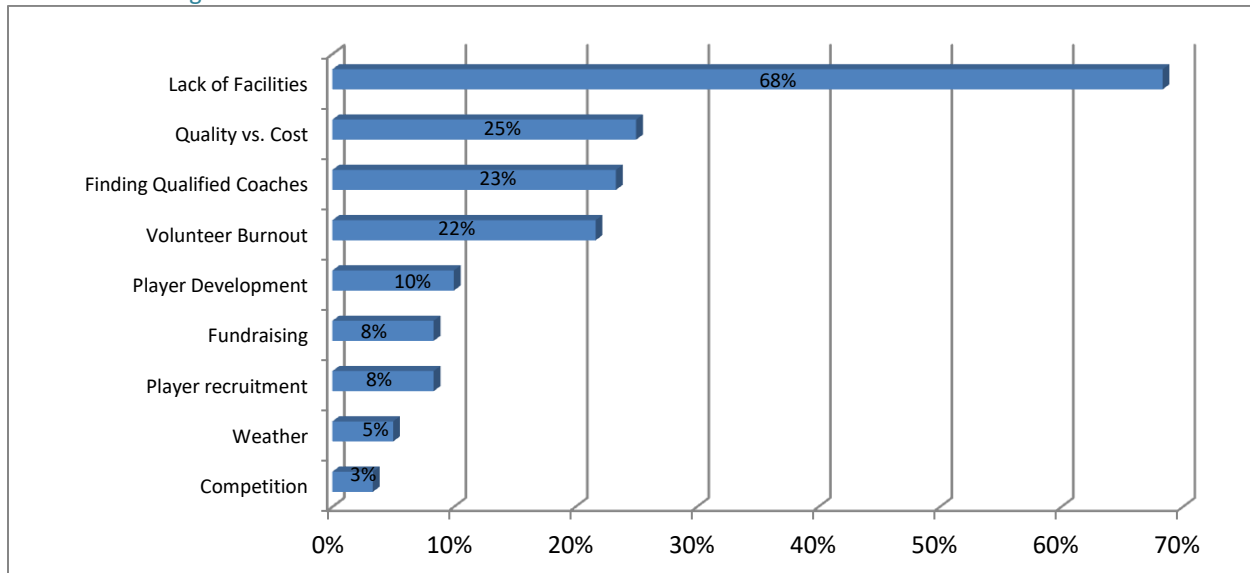


Challenges

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

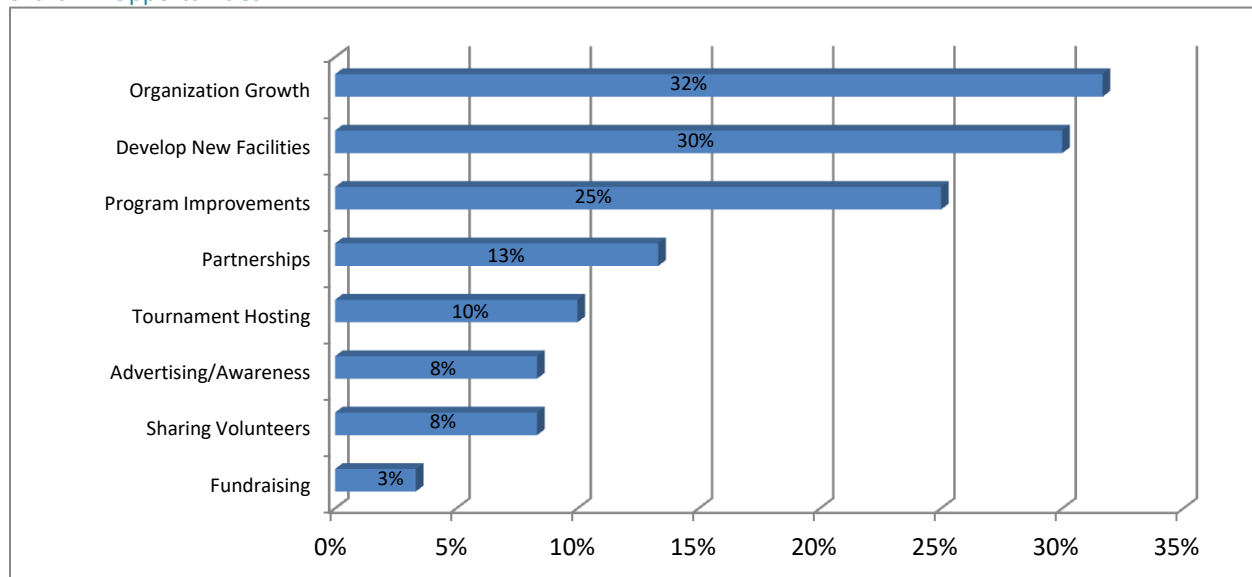


Opportunities

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.

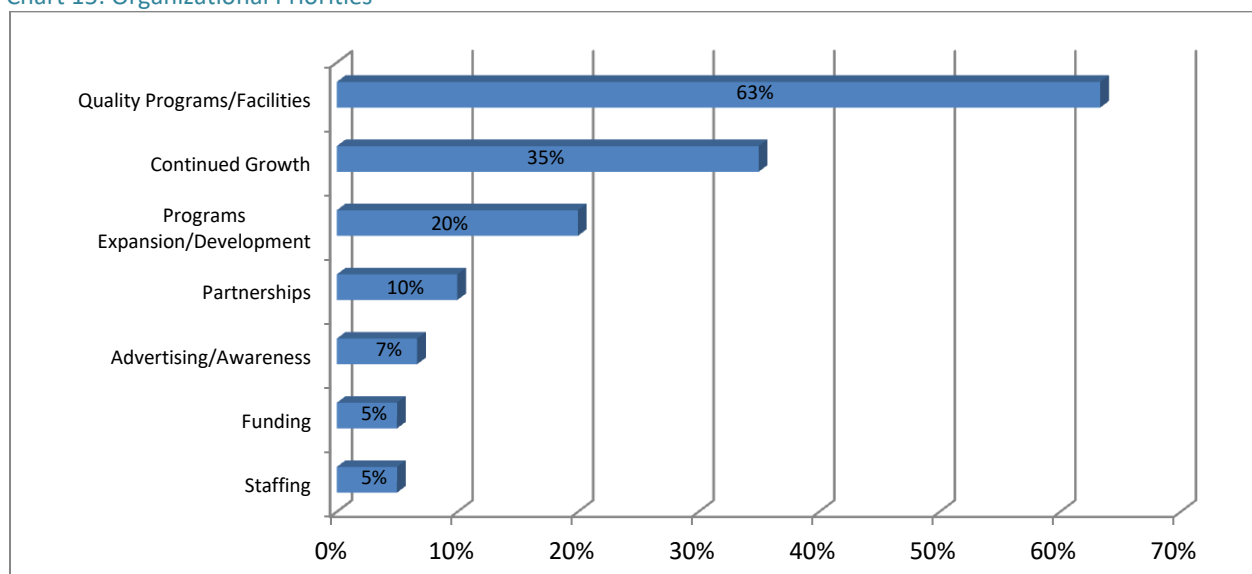
Chart 14: Opportunities



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

Sport Tourism and Events Jennifer Horsnell (Tourism Kelowna) Harvey Hubbell (Tourism Kelowna) Chris Babcock (City)	Recreation Mariko Siggers (City) Cory Krist (YMCA) Jamie Taverner (Urban Recreation)
Arena Advisory Group Nancy Goplen (Speed Skating - KSSC) Lesley Driscoll (Ringette - KRA) Steve Smith (Hockey - KMHA) Harry Brust (Hockey - Over 50)	Post-Secondary Education Rob Johnson (UBCO) Steve Manuel (UBCO Athletics) Heather Schneider (Okanagan College)
Sports Field Advisory Group Carolyn Gillespie (Field Hockey) Sheryl Baker (Soccer - COYSA) Todd Russell (Baseball - COMBA) Chris Jones (Slo-pitch - KASA) Steve Fagan (City)	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)
Education Kevin Kaardel (School District #23) Mona Essler (School District #23)	Interior Health Norm Hanson (Interior Health) Julie Steffler (Interior Health)
Sport and Culture Jim Gabriel (City - Active Living & Culture) Don Backmeyer (Community) Sandra Kochan (City - Culture) Shauna Taylor (PacificSport Okanagan)	