



Kelowna Community Sport Plan





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EXECUTIVE SUMMARY

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 prosperity¹. 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. A Community Sport Plan provides a framework for the local sport system that will guide decision making and provide direction for strategic leadership. The Kelowna Community Sport Plan (KCSP) aligns 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.

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.

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. This input was instrumental in developing the Strategic Framework for the Kelowna Community Sport Plan.

Within the framework, the KCSP provides a clear long-term Vision for Sport in Kelowna, and identifies six (6) strategic goals that focus our efforts on the desired outcomes.

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

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.

Strategic Goals

1. Increase participation in sport and physical activity for all ages	Promote sport participation for all citizens, increase 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 & 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 in health, wellness, physical activity and sport development.
3. Stengthen interaction & 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 collaboration framework.
4. Improve organizational capacity & sustainability of Local Sport Organizations	Develop services that support the development and sustainability of Local Sports 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 the 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



The Strategic Framework also outlines a number of important Guiding Principles for achieving our Vision, and offers thirty (30) action items that provide direction for accomplishing our strategic goals while remaining more fluid and adaptable to the changing sport environment.

The Kelowna Community Sport Plan is intended to be a 10 year plan with scheduled check-ins and a more in-depth update after year 5. An Implementation Strategy will be developed after all elements of the KCSP have been finalized. The Strategy will include priorities, schedules, budget implications and responsibility assignments that will support effective implementation of the KCSP. While the City will provide key leadership in moving the plan forward, it is expected that community partners will play an important role in its implementation, to be detailed within the Strategy.



01 » CONTEXT

There are many ways in which Canadians become involved in sport. For some, this is through direct, active participation, while for many others, involvement is more indirect including participation as coaches, officials, administrators, or spectators. Whether through direct or indirect means, sport participation is enjoyed by a great many Canadians across the country². The Kelowna Community Sport Plan is built on input from every corner of Kelowna's sport community and addresses the needs and desires of all individuals and organizations involved in or affected by sport, regardless of their points of entry.

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 prosperity³. The Kelowna Community Sport Plan is all encompassing to leverage sport's positive impact for the greater public good of sport or the personal benefits associated with sport participation.

In 2012, The Canadian Sport Policy was expanded and renewed to offer governments, institutions and organizations guidance to the positive impacts of sport on individuals, communities and society in general. The renewed policy's Vision is "a dynamic and innovative culture that promotes and celebrates participation and excellence in sport⁴." The Kelowna Community Sport Plan is directly aligned with the Canadian Sport Policy 2012 and has been crafted to reflect the most up-to-date thinking in sport development, sport administration, sport partnerships and an all-inclusive sport environment. Additionally, the Sport Plan is consistent with existing and evolving municipal policies and strategies such as Kelowna's Healthy City Strategy. The vision of the Community for All Plan – the first initiative within the Strategy – is "a city that is healthy, safe, active and inclusive for seniors, children and those with diverse abilities", and the purpose is to identify areas to adapt policies, plans and programs to respond to the current and evolving needs of our community⁵. The Kelowna Community Sport Plan is entirely consistent with the themes, directions and focuses of the Community for All Plan.

² Sport Participation in Canada, Stats Canada, 2010

³ Policy and Program Considerations for Increasing Sport Participation Among Members of Underrepresented Groups in Canada: A Literature Review, Sue Cragg Consulting, November 2016

⁴ Canadian Sport Policy 2012, Federal, Provincial and Territorial Ministers responsible for Sport, Physical Activity and Recreation, June 27, 2012

⁵ Community for All, Kelowna's All Ages and Abilities Action Plan, 2016



02 » INTRODUCTION

Purpose of the Kelowna Community Sport Plan

The Kelowna Community Sport Plan will guide collaboration between the City of Kelowna, 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 Sport Plan will encourage capacity building, elevate awareness about the benefits of living an active lifestyle, build supports for quality sport programming and create an inclusive environment so that all Kelowna residents can participate in sport.

Initiating the Planning Process

In 2016, Kelowna's City Council approved the development of a Community Sport Plan to support sport development initiatives, guide decision making and provide direction for strategic leadership of a robust local sport system. A first step in creating the Kelowna Community Sport Plan was the appointment of a Steering Committee to assist staff throughout the process of completing the Sport Plan. Committee members represented a wide range of groups from various sectors in the community including sport, recreation, health and education.

Creating the Kelowna Community Sport Plan

At the start of the planning process, an environmental scan was undertaken to collect and review data and information germane to advancing sport within Kelowna and the surrounding region. This included studies undertaken by the City of Kelowna; municipal reports and plans; sport policies, tourism strategies and facility/park plans from other jurisdictions; demographic information about Kelowna; national and provincial health and sport research documents; local baseline sport and physical activity data; sport hosting activities; and facility supply vs. demand ratios. Additionally, Sport Plans from jurisdictions across Canada were examined to identify best practices, approaches and supports that could be applicable to Kelowna's Sport Plan.

The Kelowna Community Sport Plan is intended to respond to the needs of the sport community while maximizing sport's contribution to Kelowna's health and wellness agenda. To gather input from those most involved in sport, a Local Sport Organization (LSO) Self-Reporting Tool was developed to collect information about organizational health and strength within the sport community and to determine ways to assist LSOs effectively deliver their sport programs. Over 60 LSOs completed the survey meaning that the Kelowna Community Sport Plan is based on input from over 80% of Kelowna's organized sport community. The survey design was based on the

principles of the Long Term Athlete Development Framework so that LSO input can be directly applied to the Sport Plan's recommendations.

Interviews were conducted with nine (9) groups of stakeholders with an interest in Kelowna's sport community. Certain interviews involved stakeholders from organized sport groups while others were simply groups of informants with like interests or common areas of expertise. Interview participants provided comments on topics that are consistent with best practices in developing creative progressive and robust sport environments which is a key focus of the Kelowna Community Sport Plan.

A Community Town Hall was organized to offer the local sport community, sector representatives and community members at large an opportunity to contribute to the Kelowna Community Sport Plan. Participants were invited to discuss the emerging themes from the project's initial findings and to provide input on the vision, goals and strategic directions of the Sport Plan.

The initial consultation process concluded with the collection and tabulation of input from participants of the Okanagan Sport Leadership Conference. Representing their sport, conference informants provided opinions about what is working well in the sport system, where barriers might inhibit improvements to the system and what tools would be beneficial to implement improvements.

In the final stages of the planning activities, the draft Guiding Principles and Strategic Goals were presented on the City's website for a two-week period in January 2018. Residents were invited to offer comments or further suggestions to augment the input that had been received in the earlier consultation process. More than four hundred (400) visitors to the website viewed the materials on-line and sixteen (16) offered additional input intended to improve the foundational elements of the Kelowna Community Sport Plan.

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.





REVIEWS, RESEARCH AND CONSULTATION

CONDUCTING System Review:



Review of City of Kelowna studies, reports, plans, including:

- 10 Year Sport Action Plan
- 2030 Infrastructure Plan
- Community Trends Report
- Conditions Of Use & Allocation Policy
- Cultural Plan
- Healthy City Strategy
- Kelowna Sport & Recreation Infrastructure Plan
- Linear Parks Master Plan
- Official Community Plan
- OCP Indicators Report
- Sports Fields Needs Assessment



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 Westminster, Penticton, Port Coquitlam, Prince George, Richmond, Saanich, Salmon Arm, Surrey, Vancouver, Vernon, West Kelowna



HEALTH and SPORT RESEARCH Including:

- ✓ BC health trends
- ✓ BC school districts PE plan
- ✓ Physical activity barriers
- ✓ ParticipAction report card
- ✓ Okanagan health profile
- ✓ Sport participation statistics



ENGAGING Community and STAKEHOLDERS



Local Sport Organization Input
and Data Collection (62 LSO's)



Community Town Hall
(80 SPORT REPS)



Okanagan Sport
Leadership Conference
(90 CONFERENCE DELEGATES)



Online Community Survey
(16 PARTICIPANTS)



Targeted Stakeholder
Interviews

- Sport Tourism & Events
- Sports & Culture
- Arena Advisory Group
- Sportfields Advisory Group
- Aquatics Advisory Group
- Recreation & Partnerships
- Post-Secondary School Education
- Primary & Secondary School Education
- Health

03 » POLICIES AND INITIATIVES

A number of national, provincial and local policies and initiatives were examined during the initial stages of developing the Kelowna Community Sport Plan. Understanding the details of these documents ensures that the Sport Plan is entirely aligned with the most current and relevant policies, initiatives and strategies pertaining to sport within Canada and our community.

Canadian Sport Policy

In 2012 federal, provincial and territorial Ministers responsible for sport, physical activity and recreation endorsed an updated Canadian Sport Policy. The revised Policy was developed in consultation with all provinces and territories, the Canadian sport community as well as organizations, agencies and stakeholders involved in Canadian sport.

The Policy challenges all stakeholders to make sport available to every segment of Canadian society. It welcomes and seeks to involve all those who do not currently consider themselves a part of either the sport community or the sport system, but have the potential and the desire to contribute. Above all, the Policy seeks to improve the sport experience of all Canadians by helping to ensure the harmonious and effective functioning, and transparency of their sport system. The Canadian Sport Policy reflects a new approach to shared leadership and collaboration amongst all stakeholders to achieve the goals of enhanced participation, excellence, capacity and interaction in sport.⁶

⁶ www.sirc.ca/csp2012

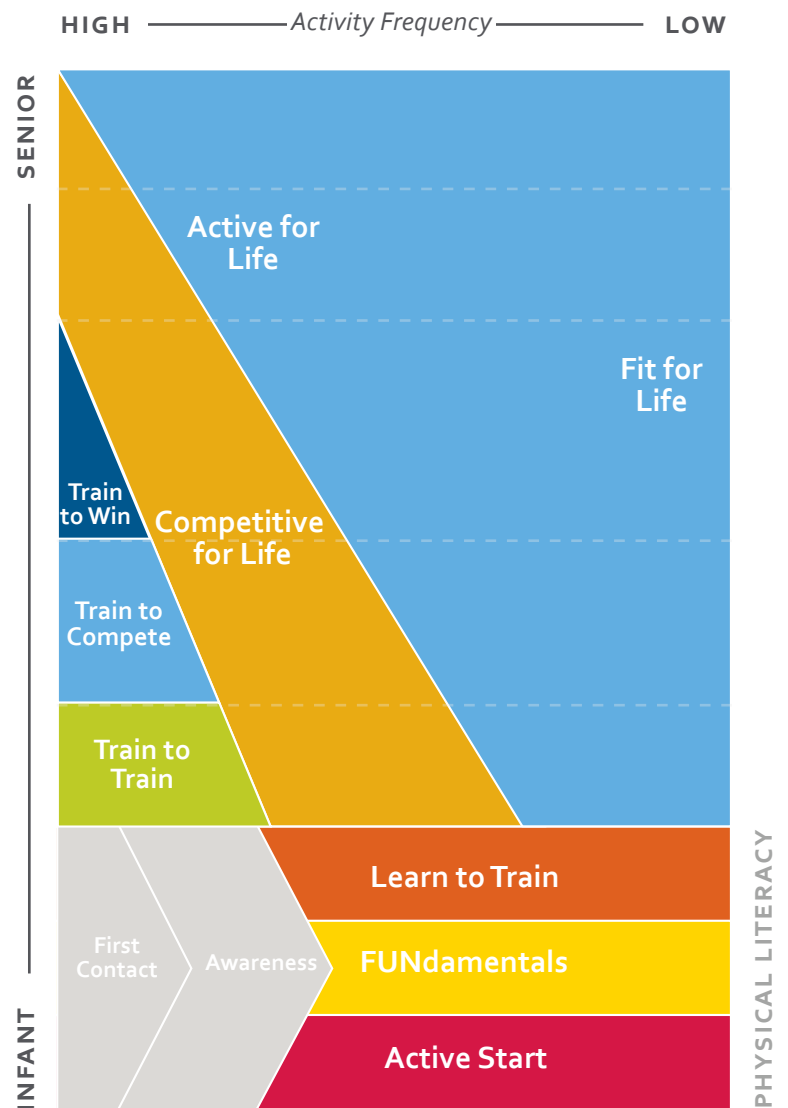


The Vision of the Canadian Sport Policy is to have a dynamic and leading-edge sport environment that enables all Canadians to experience and enjoy involvement in sport to the extent of their abilities and interests and, for increasing numbers, to perform consistently and successfully at the highest competitive levels.⁷

Canadian Sport for Life Model

Canadian Sport for Life (CS4L) is a movement to increase sport's contribution in Canadian society recognizing sport as an important part of everyone's life by promoting each child's healthy and logical development in a sport or physical activity.⁸ The Long Term Athlete Development Model (LTAD) is embraced by the Canadian Sport for Life movement and the concept of physical literacy is a priority for the first three stages of long term athlete development.

Most Canadians care about being healthy and active. The concepts of LTAD and physical literacy create platforms for the effective development of movement and sport skills that help to prepare people for engagement in sport and physical activity later in life. Furthermore, children should also be exposed to a variety of sports to keep their sporting experience enjoyable and to continue being active into adulthood. Long Term Athlete Development demonstrates that a well planned practice, training, competition and recovery regime will ensure optimum development and promote a positive sport experience.



⁷ ibid

⁸ www.sirc.ca/blog/what-physical-literacy

British Columbia's Policy on Sport and Physical Activity

British Columbia is a sport leader in Canada, as demonstrated by the per capita share of athletes from the province who compete in international competitions on the world wide stage. British Columbia's physical activity rate leads the country. These success stories have been made possible by the province's traditional sport and physical activity systems and the highly-developed streams of activity occurring in a number of program delivery settings. However, changing demographics and socio-economic conditions, threaten to interrupt the sustainability and growth of the sport and physical activity systems. The province recognizes that developing a strategic public policy to underpin government's support to sport and physical activity will help these systems continue to address health, social and economic challenges.

As "public policy," BC's Policy on Sport and Physical Activity sets out the provincial government's course of action, priorities and values with respect to sport and physical activity. The Policy is based on a shared leadership approach to sustainability and growth, so that all partners including different levels of government, the health, education, social service sectors, the private and non-profit sectors, contribute to and benefit from strong, effective, inclusive, innovative and enduring sport and physical activity systems.

BC's Policy harmonizes its objectives with those of the Canadian Sport Policy and other strategic directions – within the province and abroad, so that British Columbia is positioned to lead the way nationally and internationally. By setting and achieving global standards for quality of life, British Columbia expects to attract investment and other system building opportunities. Above all, BC's Policy on Sport and Physical Activity is about "opportunity." By positioning government's support and decision-making when opportunity presents itself – such as with major event hosting, Olympic and Commonwealth Games, changing public priorities – a framework policy encourages maximum return on public investment.

BC'S VISION FOR SPORT AND PHYSICAL ACTIVITY

"Participation in sport and physical activity is valued and embraced as a way of life in British Columbia, sustained by a province-wide, balanced commitment to healthy, active lifestyles and the ethical pursuit of excellence."

Kelowna Official Community Plan 2010 – 2030

The “Council approved” Official Community Plan (2011) for Kelowna, that was updated and revised in 2013, sets out the City’s desire for sustainable and managed growth within the context of solid planning aspirations and objectives. Based on extensive public consultations, the Official Community Plan’s vision statements include references to walkable communities, public safety, environmental protection, walking and cycling connections to destinations, a robust economy, attractive public spaces and plentiful recreation and physical activity opportunities.

The Official Community Plan speaks to the need for the best balance between environmental protection, economic growth, social development and cultural vibrancy. It recognizes that in the future the City must strive for renewable sources of energy, ensure all residents can find housing, offer a diversity of employment opportunities, and provide the cultural and recreational opportunities desired by residents. Furthermore, the City wants to create centrally-located communities served by transportation routes that encourage transit, bicycles and pedestrians and by efficient infrastructure. Land use, transportation and infrastructure are the three core dimensions that the OCP is meant to help guide. The Official Community Plan 2010-2030 was created to realize the community’s vision for a sustainable community while keeping the best of what already exists, such as our waterfront, parklands and water quality. Of particular relevance to the Kelowna Community Sport Plan are the OCP’s objective in the areas of Infrastructure including park policies and the development of active transportation routes; Economic Development where there could be opportunities to promote sport tourism; and Social Sustainability where advancing the quality of life and increasing community connectivity are key outcomes.



Kelowna Healthy City Strategy

The City of Kelowna partnered with Interior Health to develop a Healthy City Strategy, which is a long-term integrative plan that focuses on healthy places and spaces, community health, and quality of life for Kelowna residents. It recognizes that how communities are planned and built, and the services and resources provided within them, directly impact people's physical and social health. The "Community for All" report is the first theme area to be developed in the Healthy City Strategy. The vision for Community for All is "a city that is healthy, safe, active and inclusive for seniors, children and those with diverse abilities". The purpose of the Strategy is to identify areas to adapt policies, plans and programs to respond to the current and evolving needs of our community.

The goal of the Community for All Action Plan is to reduce chronic diseases and social isolation through increasing health, physical activity, social connections, accessibility and equity. To achieve this goal, the Action Plan's recommendations focus on the following:

- Inclusive Community – increase opportunities for social connections, physical activity and intergenerational activities;
- Healthy Neighborhood Design & Healthy Natural Environments – enhance City parks and buildings to ensure they are age and ability friendly;
- Healthy Housing – enhance housing policies to increase the diversity and affordability of housing;
- Healthy Transportation Networks – prioritize active transportation and encourage mobility for all residents; and
- Healthy Food Systems – promote healthy eating through education, providing social opportunities and through connecting local farmers and residents.

The Action Plan will benefit a combination of ages and abilities, enabling them to be active and engaged within our community. Designing for all ages and abilities and emphasizing enablement rather than disablement is a prime characteristic of an age and ability friendly community.

The strength of the Community for All Action Plan includes the collaboration and partnerships with, and commitment from, key community stakeholders to explore or implement the 31 recommended actions over the next two years. The City of Kelowna will lead 21 of these actions. The implementation of the remaining 10 actions will require the combined efforts of the community. Interior Health, School District #23, Pathways Abilities Society, People in Motion and



Seniors Outreach Services Society have agreed to lead one or more of the recommended action(s). Additionally, numerous other community stakeholders have expressed interest in supporting the recommended actions.

Kelowna Sport and Recreation Infrastructure Plan

In 2013, the City of Kelowna undertook a planning study to determine Kelowna's recreation and sport facility requirements until 2031. The study was to answer the following questions.

- Which of the City's existing facilities are needed to meet near and long term community needs?
- What rehabilitation to the existing stock is required to enhance or renew the City's facilities so they are capable of continuing to meet the recreation needs of Kelowna residents?
- What new facilities does the City need to meet future needs?
- What is a reasonable and rational plan to meet long term needs and what are the capital cost implications of the plan?

KELOWNA'S "COMMUNITY FOR ALL" VISION

"A city that is healthy, safe, active and inclusive for seniors, children and those with diverse abilities."

The study's recommendations were in response to the following goals:

- To create a responsible and cost effective strategy that ensures the City's recreation and sport facility portfolio is able to meet current and future community needs; and
- To develop a capital development strategy including financially sound rationale for providing the City's sport and recreation infrastructure.

The facility needs were determined utilizing a “market based” analysis technique that examined the “user capacity” each type of recreation and sport facility compared to the estimated “use pressure” that the facility would experience based upon typical facility use profiles as well as the number of potential users from within facility’s market capture area. The list of new or reconditioned facilities to meet current and long term needs were then prioritized in terms of their compliance with criteria that were tied to the City’s long term vision articulated in the Official Community Plan and other strategically positioned municipal documents. The following priority projects were presented to and approved by City Council:

1. Redevelop Parkinson Recreation Centre and add to the Centre’s inventory of gymnasia;
2. Add two ice pads; and
3. Add two additional turf fields

Kelowna Sports Fields Needs Assessment

In 2010, the City of Kelowna undertook a Sports Fields Needs Assessment Study for fields owned, operated and maintained by the City. This Assessment was to help to inform recreation planning processes by outlining the City’s existing sports field inventory, providing comparisons to similar municipalities, assessing capacity relative to demand, and reporting on the current level of service provided to user groups.

The study pointed out that the number of fields required to meet future needs will require a balance of field capacity and efforts to elevate field user experience and expectations of user groups. It suggested that the City and user groups need to respond to the realities of and pressures of participants’ schedules, and participants’ expectations for safe, high quality fields, in central locations. The lack of capacity on peak demand fields, on peak booking days, at peak booking times, reflects user expectations for additional capacity for this same level of service. Therefore, scheduling, field allocation and field use profile should be taken into account as well as the number of fields that need to be developed.

The Assessment concluded that to deliver traditional service levels, the City would need to increase its 2010 field inventory by the equivalent of seven fields to meet demand over the first 10 years of the study’s time horizon and by 13 equivalent fields by 2030. The study also suggested that the recommended additional fields should be a combination of artificial and natural turf to help elevate the user experience and to ease maintenance pressures.

Kelowna Recreation and Culture Facilities Condition of Use and Allocation Policy

The City of Kelowna's Facilities Condition of Use and Allocation Policy references the Canadian Sport for Life Model (CS4L) and provides the City with a nationally recognized platform to establish principles that conform to CS4L as well as relationship agreements and allocation policies and procedures that will help improve the quality of sport and physical activity opportunities in the City. The Policy sets out the City's role in providing, administering and monitoring the use of Kelowna's recreation (including sport) and cultural facilities as well as users' responsibilities in how and when the facilities can be rented or otherwise utilized.

The General Terms and Conditions section of the Policy describes the nature of the agreements between users and the City as well as important aspects of the facility use protocols such as deadlines, use agreement cancellations, facility component included in the contract or excluded from the use agreement, consequences and procedures dealing with facility damages caused by the user, smoking and liquor policies, etc. The General Fees and Charges section ties the cost of facility rental and other uses to the Active Living & Culture Fees and Charges Bylaw (No. 9609). This section also describes payment procedures, rental deposits, return-of-payment procedures as well as how the City will deal with overdue accounts, refunds, etc. The General Insurance section describes the insurance coverage responsibilities of facility renters and stipulations that must be contained in the renter's policy. The final section of the Policy deals with the rental and use particulars of specific recreation and culture facilities (both indoor and outdoor venues) and sets out facility components that are subject to rental or other uses, definitions of seasonally adjusted prime and non-prime times (by facility or facility type), fees and charges that are specific to each facility, programming implications of certain facilities, etc. What is particularly relevant to the Kelowna Community Sport Plan are the Principle Statements that are embedded in the allocation procedures that tie the use of the City's recreation, sport and cultural facilities to the CS4L model. For example, for aquatic facilities the Policy sets out several important guiding principles:

- It is important to maintain a process that maximizes overall use of aquatic facilities while balancing user group needs and program opportunities.
- It is important to remain flexible and open to scheduling changes in order to best develop use patterns.
- It is important to maintain a systematic and fair process for existing user groups to access additional and/or new time in City owned facilities.
- It is important to maintain an avenue and opportunity for new groups to access time that will support program success and growth.

- It is important to establish a systematic appeal process for groups who feel their requests have not been reviewed and evaluated based on established allocation guidelines.
- It is important to recognize large special events that have broad community appeal and that provide significant social, cultural, financial and/or tourism benefits.
- It is important to establish an appropriate balance between operational costs of facilities and operational costs of aquatic local sport organizations.

The allocation of aquatic facilities conforms to procedures that reflect these principle statements which ensure that Kelowna's recreation, sport and culture facilities are allocated and used in a manner consistent with the CS4L model. Similar statements pertain to the allocation and use profiles of all other City owned facilities.

Review of Municipal Sport Strategies and Facility Plans

In preparation for the Kelowna Community Sport Plan development process, the City of Kelowna undertook a research exercise to:

1. Assemble and review municipal Sport Plans, Strategies or Policies from other BC municipalities (of similar size and makeup to Kelowna) and document sport strategies and best practices described in the Plans; and
2. Collect and review Facility Development Strategies and Facility Master Plans from neighbouring jurisdictions and chronicle findings that may be applicable to Kelowna's circumstances.

The review of twenty (20) Plans from comparable communities (19 in BC and 1 in Alberta) provided a number of similarities and observations that may be helpful in creating the Kelowna Community Sport Plan. Applicable recreation and physical activity trends drawn from this review include:

- Recreation is becoming more widely recognized as a tool for social change. There is a growing interest in using recreation programs and services to counter the disadvantages experienced by people with low incomes or with disabilities; to reduce crime; to reduce risk factors for youth at risk and stabilize through ethnic divisions.
- There is growing interest in ensuring that all citizens have access to parks, recreation and cultural services regardless of physical activity level, age, economic circumstance, ethnicity, gender or other interests.
- Older adults want to continue to be active but in less strenuous activities and the older age cohort will continue to expect the provision of multi-generational facilities.

- Low cost, spontaneous, individual and less structured activities are becoming more popular; people want experiences. People will gravitate to drop-in programs and programs offered in compressed times.
- Programs for rehabilitation and wellness may be most effective if they are offered in the community versus in a clinical setting.
- Developing partnerships with other allied sectors is helpful in offering sport services for citizens who are under served by the sport and recreation sector.
- Communities are striving to break down barriers and promote the benefits of recreation to those who typically face impediments or who are disenfranchised.

Best practices in terms of Sport Plan developments include:

- Many plans focus on children, age 0-12, reasoning that if a young person develops physical literacy in sport and recreation in their early years, they will be more likely to be active for life.
- Many plans are coordinated and implemented by a third-party entity (such as a Sport and Physical Activity Network, Sport Alliance or Sport Council). Some communities offered an incentive that may include reduced rental fees or preferable allocation opportunities for sports organizations that join the Network, Alliance or Council.
- Many plans promote the adoption of the Canadian Sport for Life approach for recreation programs.
- Most plans address the need to eliminate barriers to participation. Suggestions range from developing a comprehensive neighborhood-based Physical Literacy Action Plan to ensuring that all persons feel welcome in the program.
- Several communities began their planning process by hosting a sport summit as well as subsequent summits as a means of keeping the larger sport community informed and engaged in the process.
- Most communities have developed plans for life-cycle/infrastructure renewal and include strategies for how the facility renewal can be funded.

Facility trends include:

- All communities are challenged with aging facilities many of which are more than half a century old and many communities have concerns related to facility supply. If growth in sport participation is a goal, the municipality must have capacity within its facility inventory to accommodate existing use, plus new uses caused by population or organic participation growth.
- Several communities are looking for opportunities and methods to develop large indoor field houses or multi-purpose, multi-sport indoor training facilities.
- Indoor tennis is on the radar of many communities.
- New and/or expanded public fitness facilities remain a staple of municipal facility plans.
- There is an increase in the development of purpose built sport facilities that are expected to attract sport tourism which in turn will increase economic activity.
- A growing trend is to create community hubs by including creative amenities in one facility or several partners under one roof.
- Increasingly, aquatic programs are being tailored to health & wellness or therapeutic benefits for all ages. The addition of therapy pools and water treadmills can also serve the aging population, people conversing from surgery or athletes recovering from injuries. Other spa like amenities may attract entirely new markets.
- Some modern designs for ice arenas feature leisure ice surfaces for free form skating.
- Partnerships are being developed with School Districts to improve joint construction of school sites and to improve quality of field construction and maintenance.
- Outdoor facilities are being built in a size and configuration that can accommodate tournaments (tennis, slo-pitch, soccer, etc.) and include sport hosting amenities – bleachers, media rooms, etc.
- New types of facilities are being explored by communities including: Pickleball, trails, active transportation networks, bicycle network and Greenways plans.





04 >> KELOWNA AND THE SPORT COMMUNITY

Partners in the Plan

While the City of Kelowna is the current coordinator of the planning process, the administration and delivery of the Kelowna Community Sport Plan will involve a number of organizations, including, but not limited to:

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

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 inter-provincial and intra-provincial migration.

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.

Kelowna's Ethnic Makeup

Demographic information 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 9.5% of the City's population and 7.8% of Kelowna's CMA population are considered as visible minorities.

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 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.

Kelowna's Economy

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 an industry that has grown at a steady rate throughout the Central Okanagan, and a key contributor to Kelowna's economic health. With over 1.9 million visitors to Kelowna annually, the tourism industry contributes over 1.25 billion in total economic output. 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 destination⁹.

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

Summary of Sport System, Supports and Infrastructure

The consultation process revealed a number of facts and observations that are particularly relevant to the Sport Plan development process.

- The City of Kelowna supports over seventy-five (75) local sport organizations (LSOs) and more than one hundred (100) local sport tournaments, events and camps per year. The level of activity created by these initiatives is straining the capacity of the current inventory of sports fields and facilities.
- LSOs suggest that the sports fields and facilities at the Recreation Parks are at or near maximum utilization.
- LSOs 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.
- LSOs have a desire to become increasingly more unified and strategic in their ongoing development activities.



⁹ Growth Invested Community Trend Report, The City of Kelowna, 2016



- 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.).

Highlights of Local Sport Participation

In the spring of 2017, an LSO Self-Reporting Tool was developed to collect information about organizational health and strength within the sport community and to determine ways to assist LSOs to effectively deliver their sport programs. The survey's design was based on the principles of the LTAD framework.

The survey was completed by sixty-two (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 the City of Kelowna) ensures that the input provided represents valuable insights into important areas of focus that could be addressed by the Kelowna Community 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.

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 the 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.

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.

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 ten (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.

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.

Volunteers

As is the case in most sporting environments, volunteers represent the lifeblood 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.

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.

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.

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, fundraising and communications.

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. Fundraising, player recruitment, inclement weather and competition between sports to attract participants were less important to many of the responding sport groups.

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.

Organizational Priorities

LSOs were asked to provide input about their organizational priorities which could help to guide certain elements of the Kelowna Community 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.



05 » THE CURRENT SPORT ENVIRONMENT

A host of individuals, sport organizations, agencies, stakeholders 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 the City's sport agenda over the next ten (10) years. This input was instrumental in developing the Kelowna Community Sport Plan's Vision, Guiding Principles, Strategic Goals and the Action Items grouped within each Goal area.

What is Working Well?

- Tremendous opportunity in Kelowna... there's a "smorgasbord" of sporting opportunities available locally, for all ages at all levels.
- Support and services that the City of Kelowna provides to local sport groups is valued by the LSOs. This support is primarily focused on facility and organizational needs and includes sport grants, organizational development training, sport development workshops, facility allocation, tournament & event hosting support, and more.
- Relationships between the City of Kelowna and LSOs were noted as being healthy and continuing to improve as a result of planned initiatives and a focus on nurturing local sport opportunities.
- For the most part, it seems that the City of Kelowna's current space allocation process, as outlined in the "Conditions of Use Allocation Guidelines", is working well.
- Most LSOs report that their participation numbers are stable or increasing.

What Needs Improvement?

- "Governance" and the volunteer leadership challenges that LSOs face was raised by many groups as requiring improvement. In some cases, LSOs are being led by well-intentioned, parent volunteers who are motivated to help out based on a special interest, personal gain or lack of other volunteers. In other cases, though there may be strong leadership present, a "singularity of focus" exists that often results in them working within their own silo, apart from the larger sport community. Whatever the case, building organizational capacity through strong "governance" is a key issue to address.
- Most LSOs recognize the value of multi-sport participation. Further, they understand the concepts of the "Long Term Athlete Development" and the "Canadian Sport for Life" model, and are looking for practical ways for implementation. However, they fear that advancing the concepts might negatively impact their participation numbers.

- Volunteers remain the lifeblood of all LSOs but the days of widespread volunteering are behind us. LSOs are challenged to recruit, manage & retain volunteers. Further, organizational sustainability & succession planning are key areas of LSO development that need improvement.
- Over a decade ago, the City of Kelowna established three sports advisory committees (aquatics, arenas, sports fields) to assist staff in developing the various allocation policies and addressing any facility-related issues. Now, with a strong allocation policy in place and things running fairly smoothly, the original role of the committees has diminished and needs to be re-considered moving forward.
- Access to an adequate number of quality gymnasiums and sports fields was raised as requiring attention and improvement. These facility types are in high demand within the community and the Central Okanagan Public Schools own many of both types of venues. However, access to these facilities is somewhat limited.
- LSOs are looking for strengthened relationships with Provincial and Federal Governments, particularly as it relates to funding and organizational leadership (PSO/NSO).

What are the Barriers to Improvement?

- The single-mindedness of some LSOs who are focused on sport-specific program delivery rather than a more holistic multi-sport approach was seen as an issue. It seems that in an attempt to maximize revenues and keep up with the competition from academies & other private sport organizations, LSOs are looking to expand their programming by encouraging their participants to commit to full-year sport-specific “athlete development” programs – a request which is inconsistent with the CS4L model and a significant barrier to improvement.
- Though the overall quality and maintenance standards of sports fields and facilities in our community is highly valued, three main facility barriers were noted: 1) the capacity at many of the sport facilities is at or near full capacity. This means that within the current model, there is little to no room for new sports or program growth. This is particularly a problem for sports that utilize arenas, indoor courts, pools, and ball diamonds. 2) The maintenance challenges and renewal costs associated with an aging infrastructure is an impediment to improvement. Infrastructure renewal decisions will soon be required for many local sport facilities. 3) Design limitations and the lack of certain physical features in some facilities inhibit the venue’s Sport Hosting capabilities.
- The current allocation policy is working reasonably well, however many sport facilities are utilized to the limit of available capacity making it extremely difficult to accommodate

program growth of existing LSOs, and provide space for new sports while finding time in the facility schedule to consider event hosting opportunities.

- The City of Kelowna's current joint use agreement with Central Okanagan Public Schools includes only a limited number of schools for City-programs. LSOs and others noted that a more fulsome agreement is needed that would give sport groups greater access to these facilities.
- Prospera Place is considered by most respondents to be an outstanding facility however many of the ice sports are reluctant to use Prospera because of scheduling uncertainty given that the City of Kelowna does not have full control of "bumping" LSO hours in favour of other uses.
- There is a perception that the Municipal, Health, Sport and Education sectors work independently on their own health & well-being initiatives. A commonly held belief is that sharing resources and combining efforts would be more productive.
- Kelowna's post-secondary institutions (OC and UBCO) have sport facilities that primarily accommodate their large student body bases. Both institutions would like to expand their sport facilities and are exploring various fundraising/partnership opportunities. At present however, they provide limited facility support to community sport, based on their own needs.

These comments and inputs were taken into account in the development and refinement of the Kelowna Community Sport Plan.





06 » THE KELOWNA COMMUNITY SPORT PLAN

Our Vision for Sport in Kelowna

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



07 » 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. Developing an Implementation Strategy will be the next important element to move forward. The specifics of the Implementation Strategy will include priorities, schedules, budget implications and responsibility assignments. The process of implementation will involve the following steps:

- Form a Sport Plan Implementation Committee that has direct involvement in, or specific responsibility for, the implementation of the Sport Plan.
- Create a Terms of Reference for the aforementioned Committee regarding its role in the implementation of the Sport Plan.
- Establish a monitoring and reporting process for the Implementation Strategy.
- Review the Mandate Statements or Strategic Plans of organizations with a hand in the delivery of sport facilities or programs to ensure that they are aligned with the Vision of the Kelowna Community Sport Plan and the implementation of the recommended Action Items associated with the Sport Plan's Goals.

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.



08 » ACKNOWLEDGEMENTS

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* Denotes members of the Kelowna Community Sport Plan Steering Committee

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- Community Town Hall contributors, Sport Conference delegates and Survey participants



• Local Sports Organizations, including:

Archery/Shooting – KDFGC

Athletics – OAC

Badminton – KBC

Baseball – COMBA, OC Coyotes
Okanagan A's

Basketball - Jr Heat, KMBA, OC Coyotes

Bocce – KBC, KCIC

Bowling – KTPBA

Boxing – KBC

Canoe/Kayak – KCKC

Cricket – KCCS;

Curling – KCC;

Cycling – KBS, BOA, KRD;

Disc Golf – KDGC;

Diving – KSDC;

Dragonboating – KDBC;

Fastball – KMFA, KMMF;

Field Hockey – OVFHA;

Figure Skating – KSC;

Football – KMFA, Okanagan Sun;

Gymnastics – OGC;

Hockey – KMHA;

Lacrosse – KMLA, Sr Raiders;

Lawn Bowling – KLBC;

Multi-Sport (Adult) – City, Urban Rec;

Paddling – KPC;

Pickleball – PKC;

Ringette – KRA;

Rugby – CORE, Crows, Vicars;

Sailing – COSA;

Skiing – BWSC

Slo-Pitch – KMMSP, KMSP, OSSL;

Soccer – COYSA, KMSL, KWSL, KUFC,
Soccaskool, TOFC;

Softball – KASA;

Special Olympics – SOBC;

Speed Skating – KSSC;

Swimming – KAJ, OSSC, OMC;

Synchronized Swimming – KDSSC;

Tennis – OMTG;

Triathlon – KTC;

Ultimate Frisbee – KUPS;

Volleyball – Jr Heat, OVA;

Water Skiing – KWSC;

Wheelchair Rugby – KO's;

Wrestling – COWA

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