

A high-angle photograph of a group of people in a gym, all performing lunges on a light-colored wooden floor. The participants are wearing various athletic outfits, including tank tops, leggings, and shorts. The image is partially framed by a colorful geometric border on the left side, consisting of overlapping triangles in shades of orange, yellow, green, and blue.

City of Kelowna Parkinson Recreation Centre

# Functional Program 2022 Update

DRAFT - JANUARY 2022







# Executive Summary

## Preface

Participation in community sport, recreation, physical activity, cultural, social and creative pursuits enhance individual and community wellbeing. Never before has the need to access the benefits of recreation been more pronounced than now - as we slowly emerge from the grips of the global COVID-19 pandemic. The public's connection with and support for parks, recreation and community sport has been significantly intensified and is critical to the health, wellbeing and quality of lives of all Kelowna residents. The purpose of this report is to confirm and update the functional space program for the new Parkinson Recreation Centre (PRC) through research, consultation, and associated analysis.

## How We Got Here

In 2011, Kelowna undertook an Infrastructure Planning Study to determine the City's recreation facility requirements for the next 20 years. The Study's analysis identified that the top priority project should be the redevelopment of the PRC.

In 2013, the City developed a space program for the redeveloped PRC. A subsequent Feasibility Study (2015) evaluated a series of facility redevelopment options to explore both the capital and operating cost implications of various building concepts and approaches. After due consideration, the City determined the functional space concept that had been recommended by the 2013 study remained the most appropriate alternative to replace PRC.

The Feasibility Study suggested that the replacement facility would become the centre piece for regional and local sports, physical activity and recreation activities. The Study's report stated that while the redeveloped PRC would provide traditional community recreation, sport and fitness programs and services, it will be important that the Centre fulfill a unique niche within Kelowna's sport and recreation facility inventory.

Given that more than half a decade has passed since the Space Plan and Feasibility Study were completed, it is prudent to verify that the needs and trends identified persist today.



The purpose of this functional program update work was to confirm the space program for the new PRC through research, consultation and associated analysis. This was accomplished through the following work plan elements:

- ▶ Establishing an updated community profile
- ▶ Undertaking a background document review and other relevant research
- ▶ Completing a statistically accurate telephone survey
- ▶ Engaging with the City staff
- ▶ Conducting a community group survey and focus group interviews
- ▶ Engaging with potential project partners
- ▶ Updating the functional space program and developing operational projections

## Where We Are Now

Kelowna has experienced rapid growth in recent decades and this growth is projected to continue well into the future (over the next 20 years the City is expected to attract another 40,000 residents). More investment in recreation facilities will be needed to accommodate projected population growth simply to maintain service levels.

Kelowna's population is likely to skew older in the future, placing greater importance on ensuring that facilities are universally accessible for all residents. A revitalized PRC should be more accessible (both physically and in terms of programming) than the current facility.

Reconciliation with the Syilx/Okanagan people is an important priority for the City. Opportunities exist to work closely with Indigenous organizations and leaders on creating inclusive spaces that celebrate Indigenous histories and cultures, as well as to identify new programming opportunities to promote knowledge of, and participation in, Indigenous sport and recreation in a revitalized PRC.

Popular indoor recreation activities for residents include team sports like basketball and volleyball, and individual pursuits such as climbing, walking, and yoga. A revitalized PRC should accommodate these popular activities as well as new and emerging ones such as pickleball.

Indoor recreation facility development has not kept pace with population growth in Kelowna or the Regional District of Central Okanagan (RDCO) since 2015. Indeed, the community's sport, physical activity and general programming facility needs that were first identified by the Infrastructure Study, and used to inform the space planning study validated by the Feasibility Study, have become more acute due to population growth and changing facility use profiles. The new or expanded indoor facility components, specifically the gymnasium complex, the enhanced aquatics centre, and the improved general programming spaces are required to meet this intense elevated demand.

The PRC in its current form experiences high levels of utilization with numerous indications of excess demand that is unmet due to capacity and other issues.

## What We Heard from the Community

Extensive engagement and discussions that took place in late 2021 are at the heart of this report and the updated functional space program that is presented herein. Here is what we heard from the community about a potential revitalized PRC.

Discussions with 13 stakeholder groups revealed that:

- ▶ The PRC is an important facility in the community and access to it is vital to the success of user groups consulted.
- ▶ Users and stakeholders expect growth and thus demand for access to facilities to increase.
- ▶ Insights on the type and extent of spaces that could be accommodated in a revitalized PRC were also shared.

An online survey of potential user groups and stakeholders (45 organizations) confirmed demand for the types of spaces proposed in a revitalized PRC. Insight regarding the type and extent of spaces to be included in the project was also collected and reflected herein.

Individual interviews were also completed with representatives from six potential partners (Okanagan College, University of British Columbia Okanagan Campus, Interior Health Authority, Pacific Sport Okanagan, Tourism Kelowna, and the Kelowna Museum Society). In each case interest in the project was expressed. The degree of involvement could range from direct involvement in the redevelopment project (e.g. relocating the Central Okanagan Sports Hall of Fame to the redeveloped PRC) to shared programmatic delivery responsibilities potentially creating cross sectoral partnerships.

Based on a recent IPSOS public telephone survey, more than 80% of respondents support PRC redevelopment and more than 90% feel that a new recreation facility is important to provide Kelowna residents with inclusive opportunities that appeal to a wide range of visitors. 80% support some level of tax increase to support PRC redevelopment.

Also important to note, is that during the development of the Cultural Facilities Master Plan, more than 40 cultural user groups provided valuable insight regarding their spatial needs. A revitalized PRC will open new opportunities to support some of these needs and address other community facility demands based on the updated functional space program.

## Key Design Considerations

Modern multipurpose recreation centres have become viewed by the public as community hubs - spaces where people congregate to nurture social connections and enjoy a sense of neighborhood in a comfortable and welcoming environment. Adequate space allocation and creative design features of social, nonathletic spaces will be important to the success, inclusivity, and appeal of a revitalized PRC.

Indoor facilities are now commonly designed to accommodate multiple activities and a wide variety of user groups. A revitalized PRC should include multipurpose flexible such as: gymnasias and program rooms.

Multi-sector partnerships are key to the overall landscape of indoor recreation amenity operations and infrastructure development. Partnerships will help a revitalized PRC come to fruition and flourish.

Recreation facilities can accelerate tourism and economic development. To maximize both economic and public benefit from investing in major infrastructure capable of hosting events, it is important that investments are sustainable and are catalysts for co-hosting opportunities with community partners; and that the pursuit of such events is strategically aligned with community values.

Other key trends to consider during latter design phases of the PRC project include:

- ▶ Blending indoor and outdoor program and activities spaces.
- ▶ Incorporating revenue generating, complimentary amenities in recreation facilities.
- ▶ Incorporating amenities that enhance the user experience (such as food and beverage services, comfortable spectator and socialization areas, etc.).
- ▶ Facility design that is more inclusive of all residents, reflects unique cultural histories and lived experiences, and strives to address systemic issues.
- ▶ Environmental sustainability is a key driver; facility rating systems like Leadership in Energy and Environmental Design (LEED) are now commonly utilized by municipalities when making architectural and engineering design choices for facilities.
- ▶ Designing to accommodate social distancing (when required) as well as enhanced air handling, reduction of high touch surfaces and automatic cleaning are being considered by facility designers now more than ever.

## Envisioning the Future of the New PRC

The new PRC will become a jewel for regional sports while remaining a community recreation hub located in the heart of Kelowna. The components contained within the redeveloped facility will preserve PRC's tradition of offering a warm, welcoming and safe environment within which all recreation, sport and cultural patrons will be encouraged to engage in casual, organized and - above all - fun and rewarding physical, social and leisure activities.

The recreation facility components that were recommended in the 2013 functional space program study and confirmed in the 2015 feasibility study remain relevant today; in many instances demand has intensified.

PRC will employ a neighbourhood engagement service model through which the local community will be intimately involved in shaping the nature and profile of the Centre's programming. The new PRC will be differentiated from other recreation centres in Kelowna because it will offer a wide range of patron relationship structures. People will be able to register for a program, become a member of the fitness/wellness centre, join a club or sports team or simply drop in to shoot hoops – in other words promoting the true sense of a community serving facility that caters to as many constituent needs as possible.

Indeed, rather than a facility with a primary focus on one or two key priorities areas, PRC will be the embodiment of a holistically conceived, dramatically designed and creatively operated Centre with a view to becoming the "centre of the community". It will offer a diversity of facilities, services and programs that are accessible and available to a broad range of Kelowna residents, with a particular sensitivity to the local community.

Individuals, community groups, sports and culture organizations and institutional partners will have roles to play in helping the new PRC become a focal point in the City while serving the recreation, leisure, cultural and sport interests of Kelowna.

This Vision can be achieved through:

- ▶ Incorporating design features that facilitate both structured and passive activities
- ▶ Removing physical or systemic barriers to entry
- ▶ Developing a program inventory catering to the needs and participation preferences of the City's broader community
- ▶ Emphasizing PRC's ability to simultaneously meet the needs of multiple users as individuals, families, organized groups or casual participants
- ▶ Providing an integrated program delivery model in partnership with other public, not-for-profit and private service providers with an emphasis on cross-sectoral cooperation
- ▶ Becoming the "home facility" for leagues and re-occurring programs
- ▶ Capitalizing on sport hosting opportunities for local, regional, provincial and national level
- ▶ Promoting healthy community concepts including outreach programs and initiatives that will be conceived through interaction with partners and stakeholders
- ▶ Maximizing relationships with partner organizations and allied institutions to facilitate innovative program developments and benefits that extend throughout Kelowna and beyond

## Facility Components

The facility and support spaces that are recommended for the updated functional space program have been grouped into segmented components. Each component reflects recreation participation profiles, user preferences, contribution to fiscal efficiency and use rationale that will influence sizes, layouts and specifications. The specific and individual details of each component will be determined in the detailed design phase of development.

### Athletic Spaces (Gymnasia)

Sport and recreation participation trends suggest that multi-purpose program spaces that can be utilized for a variety of purposes maximize facility use – and gymnasia fit this bill perfectly. They are versatile spaces that can be programmed to satisfy the athletic recreation requirements of all segments of Kelowna's population. These areas may also be able to accommodate large non-athletic events such as trade shows or other events that require vast amounts of floor space.

In keeping with current trends and projected community requirements, the updated functional space program includes a block of three gymnasia suitably designed for recreational and competitive court sport uses such as basketball, volleyball, badminton, etc. The recommended triple gym configuration with up-to-date design features represents a major upgrade to PRC's current offering. This quantity of gymnasia is also a reasonable platform from which to launch a sport hosting initiative. To promote program versatility and operational flexibility, it is recommended that a premium level, University quality competition court be included in the gymnasia complex. This showcase facility should be physically separated from two recreation courts so that competitive uses would not negatively impact the day-to-day recreation programs offered on adjacent courts – thereby protecting the interests of community organizations and individual patrons. A retractable and soundproof wall system would provide this separation.



## Athletic Spaces (Fitness Centre)

Kelowna is a place where people pursue active, creative and healthy lifestyles. The delivery of fitness services is entirely consistent with this vision. The new PRC's functional space program includes a robust fitness/wellness centre, allowing for an expansion of PRC's current fitness services including the delivery of new types of programs and service enhancements. For example, group exercise classes would be offered in studios that are equipped with industry standard finishes such as sprung hardwood flooring, mirrors, portable sound system, acoustical treatments, etc.

The delivery of cardiovascular conditioning, strength training and specialized activity classes such as yoga and pilates in formal fitness setting is increasingly popular in public sector community centres. Also, full-service fitness centres are often "net revenue producers" meaning that they are capable of providing budget support for facilities or programs that typically require annual financial contributions. For these positive results to be fully realized, it will be important to provide sufficient floor space so that the fitness centre can operate in a manner consistent with industry standards.

## Aquatic Centre

The functional space program includes an enhanced aquatic facility. The space allocation recognizes that the new PRC pool should be differentiated from other aquatic opportunities available to Kelowna residents. Furthermore, the new aquatic centre should be designed to ensure it is capable of meeting a variety of aquatic program and use requirements including instruction, recreational swimming, laps and fitness training, group rentals, and competitive events. Therefore, it is preferable that the aquatic facility be designed as a blend of freeform and rectangular configurations in separate tanks with regulation 2.5m lane widths and ample deck space. Both the pool and its support amenities should be "family friendly" and appropriately sized to accommodate the needs of the various individuals and group users.

The aquatic facility could also facilitate the expansion of Interior Health's rehabilitation program to accommodate a service delivery model that is able to accept greater numbers of therapy patients and a wider variety of rehab modalities. This could range from a tank designed to offer warm water, equipment required to enable limited mobility individuals to gain access to the water, and zero depth entry points to accommodate aqua-wheelchairs.

While certain programmatic elements of the new aquatic facility may parallel similar programs at the H<sub>2</sub>O Centre and the Kelowna Family Y aquatic centre (e.g. swim lesson programs), the PRC pool will not offer physical features that mirror the features of the other aquatic facilities in Kelowna. The KCC pool should be a combination of family fitness, fun and instruction with design elements that appeal to pool renters (e.g. competitive swim, water polo, canoe, kayak, scuba and synchro clubs, etc.) or users requiring therapy services.

## Athletic / Aquatic Support Areas

The athletic program space would also include support areas that offer ample storage for the variety of equipment necessary for the various types of sports and physical activities in the gymnasium and fitness spaces. Additionally, the athletic support space should include a number of change rooms, team rooms and locker room areas that can be used by facility patrons during times of regular programming. However, these areas could be designated for coaches, referees and officials when the facility hosts tournaments or other special events.

## General Program Spaces

The recommended facility components and design concept for the new PRC will truly establish the Centre as the community hub. Residents will utilize the Centre for a host of reasons far beyond sport, recreation and physical activity. Consequently, general “non-athletic” program space will be instrumental in allowing the revitalized PRC to fulfill its service potential as a place in which the community will come together for group activities, cultural events and social gatherings, public information and a range of other community services delivered by the City, other community members or partner organizations. Organized program and gathering space – in demised/leased rooms or open concept common areas – could be used to truly animate PRC so that it becomes a vibrant and exciting place to be.

The functional program includes generous amounts of space that can be creatively designed to accommodate multiple types of uses such as large meetings, social gatherings, special events or other indoor get-togethers that require spaces of various sizes. It also allows for PRC to continue being a critical hub for essential daily services such as licensed preschool and programming for people with diverse abilities. Flexibility should be the key theme of the detailed design phase because of the variety of uses these spaces will be expected to accommodate. The existing PRC programming room(s) use profile should underpin many of these design decisions. Through the use of portable partitions, the large program space could be subdivided into several smaller floor areas as dictated by the types of uses. Through creative design, the spaces’ ability to be converted into an event-hosting amenity that will allow the City to continue offering the community the types of engagement opportunities that individuals and groups have traditionally enjoyed at the current PRC.

These programming and common areas are also spaces where a number of different types of users will congregate. Programmable areas should accommodate organized activities delivered by City staff as well as room rentals by community organizations for meetings and activities delivered by user groups. During the detailed design phase of the project, care should be taken to ensure that all potential uses are considered when sizing and positioning these important community spaces. For example, event rental spaces could be supported by food preparation areas through ensuring appropriate adjacencies of rooms adequately equipped to fulfill this important function.

## Customer Service and Administration

PRC entry vestibule, reception desk and other public spaces are another opportunity to differentiate the new PRC from the other sport and recreation facilities in the City’s current inventory. Employing inclusive design features, these important areas will provide patrons with a sense of community and a connection to the Centre while offering comfortable and pleasurable experiences during facility visits. Design elements should provide for spaces where patrons are able to enjoy individual quiet time while other areas will encourage interactions between groups of facility visitors. Space adjacencies between general service areas and administration or control areas should be important design considerations – proper adjacencies create unobstructed sightlines that are beneficial in containing costs associated with facility supervision.

Over the past decade, the public’s regard for the need for well-designed social gathering spaces has dramatically increased. This is seen not only in municipal community centres and other public buildings but also retail spaces such as indoor commercial malls that are now equipped with groups of comfortable chairs to encourage family and friends to congregate in what was formerly an access corridor.

## Customer Service and Administration (continued...)

General customer service areas should include specific design features such as food and beverage (potentially delivered via a fixed retail outlet or through several kiosks), a retail outlet, day use storage areas, study stations and other elements that will emerge through the conceptual design process. Making general areas more welcoming and comforting enhances the users' experiences, builds stronger community connections and produces results that are directly aligned with the purpose and raison d'être of a public community centre.

Administration areas should be developed in accordance with the staffing model and operating approach the City chooses to employ at the redeveloped PRC. Administration areas would include designated offices, common work areas and support amenity space such as supply storage, copying rooms, etc.

## Building Operations and Support Spaces

These areas would include the operations staff offices, mechanical and electrical spaces, shipping and receiving, storage of consumable supplies, garbage and recycling centres, etc.

# PRC Functional Space Program

In order to guide next steps, and the ultimate operation of a new facility, the following guiding principles have been developed to frame the updated PRC functional space program plan and future decision making related to the project:

- ▶ Enhance the health and wellness, athletic, social and cultural experiences of individual and groups that patronize PRC by creating spaces that maximize natural light, that support the logistical organization of program areas and that promote easy flow and movement throughout PRC.
- ▶ Optimize functional adjacencies by clustering related program and functional units to maximize convenience for facility users and staff.
- ▶ Design common spaces - like a food court, walkways and general gathering spaces such as vestibules - to welcome social interface and encourage interactions between individuals or groups.
- ▶ Ensure that space allocations are equitable and efficient, reflective of acceptable space standards for sport and recreation facility components while remaining responsive to the program and service types that are necessary to meet the needs of users from local and regional markets.
- ▶ Define a project with highly functional yet flexible spaces to create a facility that is adaptable to a wide variety of uses and adjustable to the manner in which the PRC is managed and operated.
- ▶ Take advantage of the existing and emerging architectural and mechanical design standards that will ensure that the new PRC is both pandemic resistant and environmentally sustainable.

Keeping these principles in mind, the following table outlines the proposed functional program for the revitalized PRC project. A brief description is included as is a comparison to the spaces at the existing facility. This program outlines the City's intentions for a revitalized PRC and will be the basis upon which the next steps for the project will be undertaken.

Component	Existing Square Feet	Proposed Square Feet	Difference	Description
Athletic Program	10,064	48,713	38,649	One competition gym and two recreation gyms
Aquatic Program	13,469	16,200	2,731	8 lane, 25m pool and leisure, wellness/therapy pool
Athletic/Aquatic Support	5,682	8,500	2,818	Change rooms, washrooms, equipment storage
General Program/ Customer Service/Admin.	15,226	21,495	6,269	Community rooms, general program areas, entry, reception, public gathering areas, staff offices and administrative areas
Building Operations	1,071	1,450	379	Operations, mechanical and electrical areas
<b>SUB-TOTAL</b>	<b>45,512</b>	<b>96,358</b>	<b>50,846</b>	
Gross Up Space	6,359	40,290	33,931	
<b>Total</b>	<b>51,871</b>	<b>136,648</b>	<b>84,776</b>	

*Note: This square footage estimate includes a gross up factor that is consistent with each element's characteristics and probable use profile, calculated as a percentage (which may result in some addition discrepancies due to rounding).*

The operating projections for a revitalized PRC suggest that the new facility can operate within a similar annual funding envelope as the existing facility. This is primarily driven by new revenue opportunities being able to offset the costs to run a larger building.



## Conclusion

This document outlines what the PRC could look like in the future based on the best information available at this stage in the planning process. It is important to note that this information will evolve as the project progresses. Although there is significant detail included herein each subsequent step in planning, designing and operating the new PRC will provide more detail and accuracy.

The City of Kelowna now has a functional space program that has been justified and will form the basis of future discussions with community, with partners and funders, and that will undoubtedly create a significant impact in the City and region should the project proceed.

Information presented in this report will feed design and construction processes and will help guide important decision making, including overall project approval, as the City navigates the future of the PRC.

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# INTRODUCTION

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## Preface

Participation in community sport, recreation, physical activity, cultural, social, creative and spiritual pursuits enhance individual and community wellbeing. The Framework for Recreation in Canada (2015) describes a vision for recreation as one in which all Canadians engage in meaningful, accessible recreation experiences that foster individual and community wellbeing. Recreation provides multiple pathways to better health for individuals and communities and has the potential to address challenges and troubling issues such as increases in sedentary living and obesity, decreased contact with nature and inequities that limit recreation opportunities for some population groups.<sup>1</sup>

And, never before has the need to access the benefits of recreation been more pronounced than now - as we slowly emerge from the grips of the global COVID-19 pandemic. A significant shift has occurred because of lockdowns and other restrictions – the public's connection with and support for parks, recreation and community sport has intensified. The pandemic illuminated and reinforced the essential role that parks, recreation and community sport play in promoting and protecting individual and community wellbeing. As importantly, recreation facilities and outdoor spaces, including parks and open spaces are truly seen as critical mental health supports during these stressful times.

Community sport, recreation and green infrastructure ("green" being parks, trails and open spaces) is critical to the health, wellbeing and quality of lives of Canadians. Countless studies, papers and conferences have identified the health, social, economic and environmental benefits of recreation and confirmed that a strong recreation system is essential to effective community building. There is an undeniable connection between the availability of recreation facilities and services and healthy people in vibrant communities.<sup>2</sup>

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<sup>1</sup> A Framework for Recreation in Canada 2015 – Pathways to Wellness

<sup>2</sup> City of Kelowna, Infrastructure Planning to Meet Future Needs 2015

# Benefits of Recreation and Culture

There are many proven **benefits of recreation and culture**:



Essential to personal health and wellbeing



Provides a foundation for quality of life



Reduces self-destructive and anti-social behavior



Builds strong families and healthy communities



Is a significant economic generator



Reduces health care, social service and police/justice costs

## Trends in Recreation



Increased popularity of unstructured spontaneous activities



Volunteers are looking for term-defined opportunities to bolster their skills and resumes



Aging infrastructure is a major concern for municipalities throughout the country



Social inclusion is being considered in facility design



Promotion methods to ensure all demographics are being reached

## Trends in Cultural Services



Transformation of public spaces for events and activities



Encouraging local artists to shape the character of neighbourhoods



Less reliance on new physical infrastructure



Greater engagement with the private sector



Cultural mapping to promote opportunities





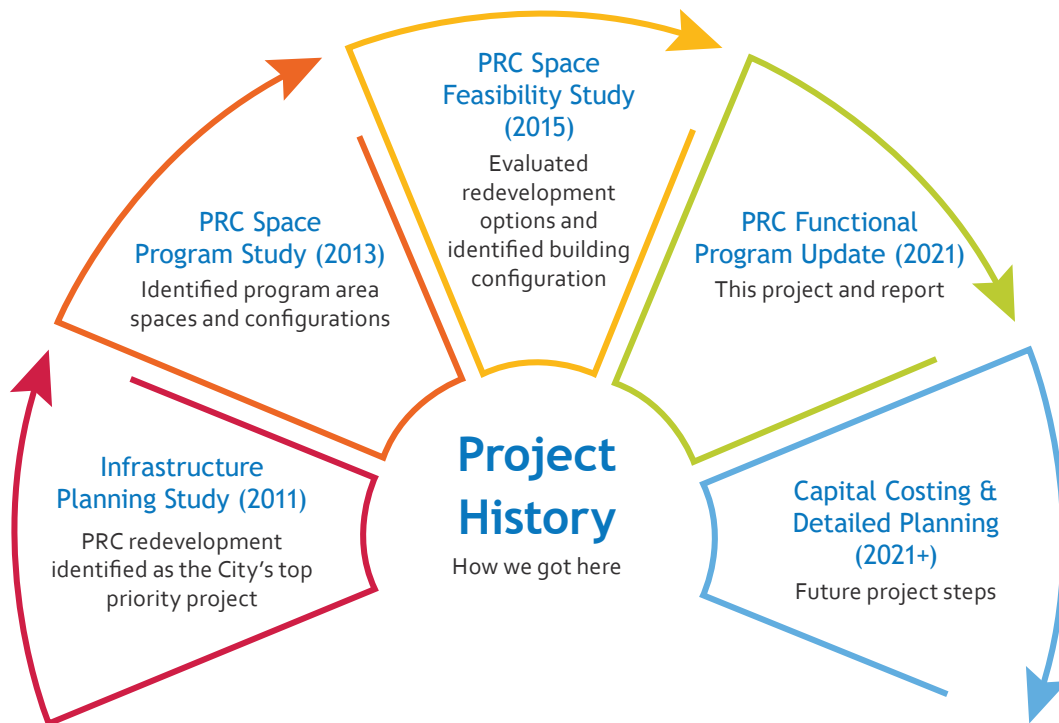
## Process that Got Us Here

In 2011 Kelowna undertook an Infrastructure Planning Study to determine the City's recreation facility requirements for the next 20 years. The study focused on: what existing City facilities are required to meet near and long term community needs; what rehabilitation to the existing stock is required to enhance or renew the City's facilities; what new facilities does the City require to meet future needs; and what is a reasonable and rational plan to meet long term needs?

The Study created a responsible and cost effective development strategy to ensure the City's recreation and sport facility portfolio is able to meet the community's needs in the near and long term. The strategic development of required facilities was to conform to the vision, commitments, principles and strategic imperatives that guide the delivery Kelowna's parks, recreation and cultural services. The City's vision, commitments and principle

statements were used to establish criterion to test the manner in which each of the four major facility types – arenas, pools, community centres and turf fields - would contribute to the City's sport and recreation system. This evaluation analysis identified that the City's top priority project should be the redevelopment of the Parkinson Recreation Centre (PRC).

In 2013, the City undertook a study to create a space program for the redeveloped PRC - the results of which were to be employed in a detailed design and capital cost analysis. This was followed by a Feasibility Study (2015) that evaluated a series of facility redevelopment options to explore both the capital and operating cost implications of various building concepts and approaches. After due consideration, the City determined the building concept that had been recommended by the 2013 study remained the most appropriate alternative to replace PRC.



The Feasibility Study suggested that the replacement facility would become the centre piece for regional and local sports, physical activity and recreation activities. The study's report stated that while the redeveloped PRC would provide traditional community recreation, sport and fitness programs and services, it will be important that the Centre fulfill a unique niche within Kelowna's sport and recreation facility inventory.

Given that more than half a decade has passed since the 2015 Feasibility Study was completed, it is prudent to verify that the needs and trends identified five years ago persist today. Accordingly, the purpose of this functional program update work is to confirm the space program for the PRC by gathering and considering new information,

data, and reports. The process took advantage of other related studies, engaged with staff, user groups, general public, current and potential partners to confirm PRC's replacement facility's functional space program. This report presents the findings of the work that was undertaken in spring/summer 2021.

Importantly, data collection and analyses were undertaken in a more fulsome manner than would normally be part of a planning exercise for a single recreation facility. This was done so that the results of the research and consultations for this study can be the basis for future recreation facility and programming initiatives, beyond the scope of the PRC redevelopment project.

**Table 1: Project Task Overview**

Task	Description
Community Profile and History	Updated community profile to identify trends and indicators that may influence residents' needs for recreation facilities.
Background Document Review	Relevant plans, strategies, and studies were reviewed to identify policy supports and to inform facility design principles.
Regional Inventory	Recreation facility infrastructure within the broader market area of Kelowna was mapped to understand regional recreation facility gaps. While this information is helpful for this space planning study, it will be very helpful for developing future recreation facility provision and programming strategies. Detailed results of the Regional Inventory is contained in a separate stand alone report for the City's use.
Benchmarking	Overall recreation infrastructure provision in 6 comparable communities was benchmarked to understand availability, service delivery methods, cost recovery targets, and overall policy approaches that have been experienced in other communities. As stated above, this information can inform future facility and program strategies. Detailed results of the benchmarking is contained in a separate stand-alone report for the City's use.
Parkinson Recreation Facility Survey	Public telephone survey to gauge public appetite for replacing PRC, including level of tax increase tolerance should PRC be redeveloped.
Internal Engagement	Interviews were conducted with key City staff to understand needs and opportunities for PRC.
Community Group Survey	Online needs survey fielded with typical city facility user groups to understand components that should be included in a redeveloped PRC.
Partner Needs Interviews	Potential partner organizations for PRC redevelopment project were interviewed to identify needs and opportunities.
Functional Program Update and Operating Projections	Operating and revenue cost projections for PRC redevelopment using current market conditions and confirmed space and amenity program areas were updated.



## Feasibility Study and Functional Program History

The 2015 Feasibility Study explored various options available for redeveloping PRC. This Study suggested a number of 'Directional Development Principles' be established to guide future decision making. Regardless of Council's preferred redevelopment approach, a redeveloped PRC should:

- ▶ Meet today's needs while planning for future needs;
- ▶ Act as a 'one stop recreation and sport destination' for as many city residents as possible;
- ▶ Maximize accessibility;
- ▶ Be a community hub through implementation of the neighbourhood engagement model;
- ▶ Leverage partnerships to elevate the profile of the facility and maximize utilization; and,
- ▶ Amplify public value through 'big picture thinking' and remain focused on the long-term.

In 2015, the objectives of the functional space program work were to identify key priorities and guiding principles for the redevelopment project, confirm likely users, and establish a space program that responds to facility use requirements. The original functional space program identified the following components for a redeveloped PRC:

- ▶ Athletics: one competition and two recreation gymnasiums
- ▶ Aquatics: 8 lane, 25 metre pool and separate leisure, wellness/therapy pools
- ▶ Support Spaces: change rooms, washrooms, equipment storage areas
- ▶ General Program Spaces: community rooms, general program rooms
- ▶ Customer Service and Administration Spaces: entry, reception, public gathering areas, staff and administration areas
- ▶ Building Operations: operations, mechanical and electrical areas and spaces



# 2

## COMMUNITY PROFILE: WHAT HAS CHANGED

This section presents a community profile and historical snapshot of the City of Kelowna, while also identifying how demographics and history may influence indoor recreation facility provision moving forward. Following this, a high-level review of background policy and other documentation is provided. Next, the current inventory of indoor recreation facilities in the region (communities within approximately 50 km of the City of Kelowna) is reviewed, with supplementary maps and utilization information provided where available.

As part of this research, benchmarking was conducted for other similarly sized or situated communities to evaluate service provision levels, approaches to program delivery, policy, and mandates. Pertinent trends in indoor recreation facility programming are then explored to identify what new topics have emerged since the 2013 functional space program was developed that may warrant consideration now; best practices identified in municipalities on topics that include physical accessibility, equity and inclusion, and others are also presented.





# Community History<sup>1</sup>

The City of Kelowna is located in the Okanagan Valley in British Columbia, which is the traditional, ancestral, and unceded territory of the Syilx Okanagan people. Kelowna is a Nsyilxcen word for a female grizzly bear. Since time immemorial, the Syilx Okanagan people thrived on these lands, living in balance with the natural abundance provided and creating a rich, vibrant culture. Today, the City calls upon collective honoured traditions to collaborate in building a thriving place for today and for future generations.

Of the seven communities that comprise the Syilx Nation in Canada, the City is neighbours with two: Westbank First Nation and Okanagan Indian Band. The Okanagan Valley has been home to the Syilx people for more than 12,000 years. The Syilx Nation shared eight tribal districts in the region that were closely interconnected through trade networks.

European settlers began to arrive in the Okanagan Valley in the early-1800s and a colonial economy began to take shape by the mid-1800s. For many decades, the Syilx people and European settlers participated in the economy as equals. The passing of the Indian Act in 1876 fundamentally changed this reciprocal relationship by unequally dispersing unceded land to settlers, relegating the Syilx to life on-reservation and without the ability to purchase land off-reserve.

In 1892, the first townsite for Kelowna was laid out on unceded Syilx lands. Benefiting from lake transportation, Kelowna quickly became an economic and cultural hub and incorporated in 1905. Early adoption of irrigation in the 1900s led to rapid agricultural expansion, including orchards, supporting development of an industrial base of packing houses, canneries, box factories, and more. Industry, too, was spurred on by the development of rail spur lines and rail-barge slips. Through the 1920s and 30s, Kelowna's economic, social, and cultural life matured. At the same time, the Syilx population experienced greater isolation while remaining as key and knowledgeable employees in farming, forestry, and other sectors.

The City's Draft 2040 OCP affirms a commitment to engaging with the Syilx people to build relationships based on trust, understanding, and mutual benefit. Opportunities to advance reconciliation identified in the OCP that may be explored through PRC redevelopment project include developing spaces that celebrate Indigenous history and culture, integrating Syilx language and architecture in facility design, and engaging with Indigenous peoples on how to create safe and inclusive opportunities for all Kelowna residents to gather and recreate.

Continued industrialization into the period following World War II would accelerate growth in Kelowna. Transportation improvements, including the WR Bennett Bridge, Okanagan Connector, Highway 97C and development of the Ellison Field airstrip allowed for easier movement of people and goods. The tourism and wine industries began to flourish, diversifying Kelowna's economy in the process. Suburban development and shopping centres soon followed, supported by major investments in parks, recreation centres, cultural facilities, and other amenities. During this period of Kelowna's growth and development, Westbank First Nation, too, began developing their land as a means of securing economic prosperity for their community through land use planning and leasing portions of their land base for development. The Syilx people also declared their sovereignty in 1987 with the signing of the Okanagan Nation Declaration. Today, there are currently four Syilx reserves within city limits, three of which belong to the Westbank First Nation and the other to the Okanagan Indian Band. The City is committed to engaging with the Syilx people and is actively working to build a relationship based on trust, understanding, and mutual benefit.

<sup>1</sup> Adapted from the City of Kelowna's Draft 2040 Official Community Plan.

## The City of Kelowna defines equity as being:

*"the fair distribution of opportunities, power, and resources to meet the needs of all people, regardless of age, ability, gender, culture or background. To foster equity, local governments should redistribute the resources to those who need it most in order to reduce inequities."*

## An inclusive community is defined as being a

*"community that is welcoming and accepting of people of all backgrounds, cultures, lifestyles, ages and abilities that supports the pursuit of individual well-being."*

(From 2040 OCP)

Other population trends that the City has identified as being important now and into the future include:

- ▶ **Addressing infrastructure challenges**, including balancing maintenance and renewal with new development by concentrating growth in established areas.
- ▶ Creating **amenity rich, walkable areas** by ensuring shops, services, jobs, diverse housing types, and other opportunities are within a short walk of residences
- ▶ Adapting to an aging population while also seeking to ensure that young professionals can afford to live in Kelowna by **creating complete communities** for all ages and abilities
- ▶ Ensuring **equity** is the foundation of decision making to achieve positive health outcomes, access to services and opportunities, and affordable housing.
- ▶ Planning for a **low carbon future** by acknowledging the challenge that climate change poses and working to reduce emissions

## Kelowna Today<sup>2</sup>

The City of Kelowna continues to act as a regional hub, with a modern economy bolstered by the high-tech sector emerging in recent years. With a population of over 143,000 as of 2020 and nearly 60,000 households, Kelowna is expected to grow by approximately 40,000 over the next 20 years. To accommodate such growth, planning decisions must consider social, economic, and environmental factors. As noted in the City's 2040 Official Community Plan, investment will be focused into urban centres and core areas to promote housing diversity, enhance transit options and successfully address future emergent challenges. At the same time, equity and inclusiveness is a critical element to success and should be incorporated into all City initiatives to ensure all residents benefit from Kelowna's growth.



<sup>2</sup> Subsequent statistics have been sourced from <https://www.kelowna.ca/our-community/about-kelowna/city-profile> and Statistics Canada

## Who Are We Planning For?



2021 estimated population of **143,148** in **59,332** households



Median household maintainer age of **53**



**49%** of households in Kelowna are couples without children at home



**22%** of Kelowna's population is between the ages of **25** to **39**



Around **2/3<sup>rd</sup>** of Kelowna households own their own home, with **1/3<sup>rd</sup>** as renters



The average household income in Kelowna is around **\$108,000**. However, around **20%** of households earn less than **\$40,000** per year.



More than **3/4** of households use a car to get to work



The **top 5 occupations** in Kelowna are in sales and service (18%), trades and transport (11%), business and finance (11%), management (7%) and the social sciences (7%)



Around **1/10** residents of Kelowna belong to a minority group and **14%** of residents were born outside of Canada



More than **60%** of residents participate in swimming either regularly or occasionally, including both at a recreation centre and swimming outdoors



The **most popular attractions** and destinations for residents include national or provincial parks (**38%**), historic sites (**21%**) and music festivals (**11%**)\*



The **most popular individual sport** activities include golf (**28%**) and adventure sports like climbing (**15%**)\*



Around **22%** of residents have visited a health or fitness club in the previous month; **18%** are members of a health or fitness club



More than **30%** of residents (**33%**) attend fitness classes, more than half (**54%**) participate in fitness walking activities, and **30%** in health club activities.



The **most popular team sports** are basketball (**14%**) and hockey (**14%**)\*



**Popular outdoor activities** include gardening (**69%**), fishing/hunting (**25%**), and power boating (**16%**)\*



Yoga and Pilates are also popular activities, with around **27%** of residents participating.



Racquet sports (**16%**) and basketball (**15%**) are other popular indoor recreation activities.



More than half of residents regularly or occasionally volunteer (**54%**)



**Top fitness activities** include walking (**54%**), hiking (**51%**), and pilates/yoga (**27%**)\*

## Popular Activities for Kelowna Residents

*\* for the population above the age of 12, or 124,738 people*

Highway 97 is the major ribbon that connects communities throughout the Okanagan Valley and the City of Kelowna is the population and geographic centre of the Region. By drive time, Penticton is approximately 50 minutes to the South and Vernon is 50 minutes to the North. As such, demand for indoor recreation facilities should be viewed from a regional market area perspective given the accessibility provided by Highway 97. It is reasonable to expect that PRC redevelopment may result in greater regional demand or utilization of the facility.

In total, just over 190,000 people called the RDCO home as of 2016. Since the last census period, the RDCO's population has continued to grow and has likely surpassed 200,000 at the time of writing (to be confirmed by 2021 census counts). Notable communities in neighbouring districts include Summerland (2016 pop. 11,615) and Penticton (33,761) in the Regional District of Okanagan-Similkameen (83,022 total) and Vernon (40,116) in the Regional District of the North Okanagan (84,364 total). Including Summerland, Penticton, and Vernon, the total population market area for the City of Kelowna exceeded 275,000 in 2016; including the total population of both abutting districts, the total population exceeded 360,000. As of 2021, it is possible that the three Districts' populations now exceed 400,000 people.

Other notable demographic statistics from Statistics Canada's 2016 census are presented below.

**Table 3: Statistics Canada 2016 Data**

Census Characteristic	City of Kelowna	British Columbia	Canada
Population Growth (2011 – 2016)	8.6%	5.6%	5.0%
Gender Distribution	48% Male/52% Female	49% Male/51% Female	49% Male/51% Female
Median Age	43.8	43.0	41.2
% of Population Under 14	13.9%	14.9%	16.6%
% of Population 20 – 44	32.0%	32.1%	32.4%
% of Population 50 – 64	21.5%	22.2%	21.6%
% of Population 65+	20.8%	18.3%	16.8%
Household Size	2.3	2.4	2.4
Median Household Income	\$68,627	\$69,995	\$70,336
% of People Living Below Low-Income Cutoffs	8.6%	11%	9.2%
Unemployment Rate	6.9%	6.7%	7.7%
% of Aboriginal Population	5.5%	5.9%	4.9%
% of New Canadians	14.7%	28.3%	21.9%
% of Population 15+ with Postsecondary Education	54.8%	55.0%	55.3%

Data Source: [Statistics Canada, 2016, Kelowna Census Profile](#)



## Population Projections

The City of Kelowna projects its population to grow at a rate of 1.43 per cent per year to 2040, or by an additional 45,000 or so residents. By 2040, the city's population may reach or exceed 180,000. The city's growth rate will likely fluctuate over time depending on economic development, demographic trends, and international migration plans.

**Table 4: City of Kelowna Population Projections**

Time Period	Average Growth Rate	Additional Population	Pop. End of Period
2021 – 2025	1.59%	11,250	147,300
2026 – 2030	1.47%	11,250	158,550
2031 – 2035	1.29%	10,650	169,150
2036 – 2040	1.15%	10,050	179,200

In terms of age distributions, it is likely that the proportion of the city's population over the age of 45 will grow over time, while its population under 25 decreases in proportion.

**Table 5: City of Kelowna Projected Future Age Distributions**

Year / Age	Under 25	25 – 44	45 – 64	65+
2016 census	26%	25%	29%	21%
2020	24%	27%	27%	22%
2030	24%	28%	24%	25%
2040	23%	24%	28%	25%

Data Source: City of Kelowna Draft 2040 OCP



# Future Development Trends and Key Considerations

In terms of development trends through to 2040, the City projects the following influences:

- ▶ **Smaller households.** The average household size is likely to decrease, with single occupants or couples without children as the primary household type by 2040. The average household size is projected to decline to 1.68 by 2040 from around 2.00 as of 2021.
- ▶ **More compact housing forms.** To accommodate smaller households, affordability challenges, and shifting preferences, the City anticipates apartments, townhouses, and compact development outpacing demand for new single-detached homes.
- ▶ **Urban lifestyles.** Due to demographic changes, transportation preferences, and desire for different forms of housing, the City projects greater demand for mixed-use, walkable neighbourhoods.
- ▶ **More renters.** With housing costs rising, homeownership may become unattainable for many residents. As such, the demand for long-term rental housing is likely to increase.

To accommodate upwards of 45,000 more residents by 2040, the City anticipates adding around 25,000 new housing units to its inventory, of which more than three-quarters are projected to be added through multi-unit developments. In total, more than 70% of the city's future growth may occur within its Urban Centre (48% of new units) and Core Area (25% of new units). PRC falls within the Core Central area, which may see nearly 4,000 new residential units by 2040. A defining feature of the Core Central area is the regional value provided by the Highway 97 corridor and its role in ensuring that Kelowna remains a regional hub for the Okanagan Valley. Services, including recreation, should be located strategically to support inclusion and social connection, supporting greater equity in access to needed supports. Mixed-use, well-integrated developments that provide a range of amenities, outdoor spaces, and complimentary uses are supported, with accessible design, Highway 97 streetscape improvements, and increasing greenery in the planning area prioritized.

## Community Influences on Indoor Recreation Facilities

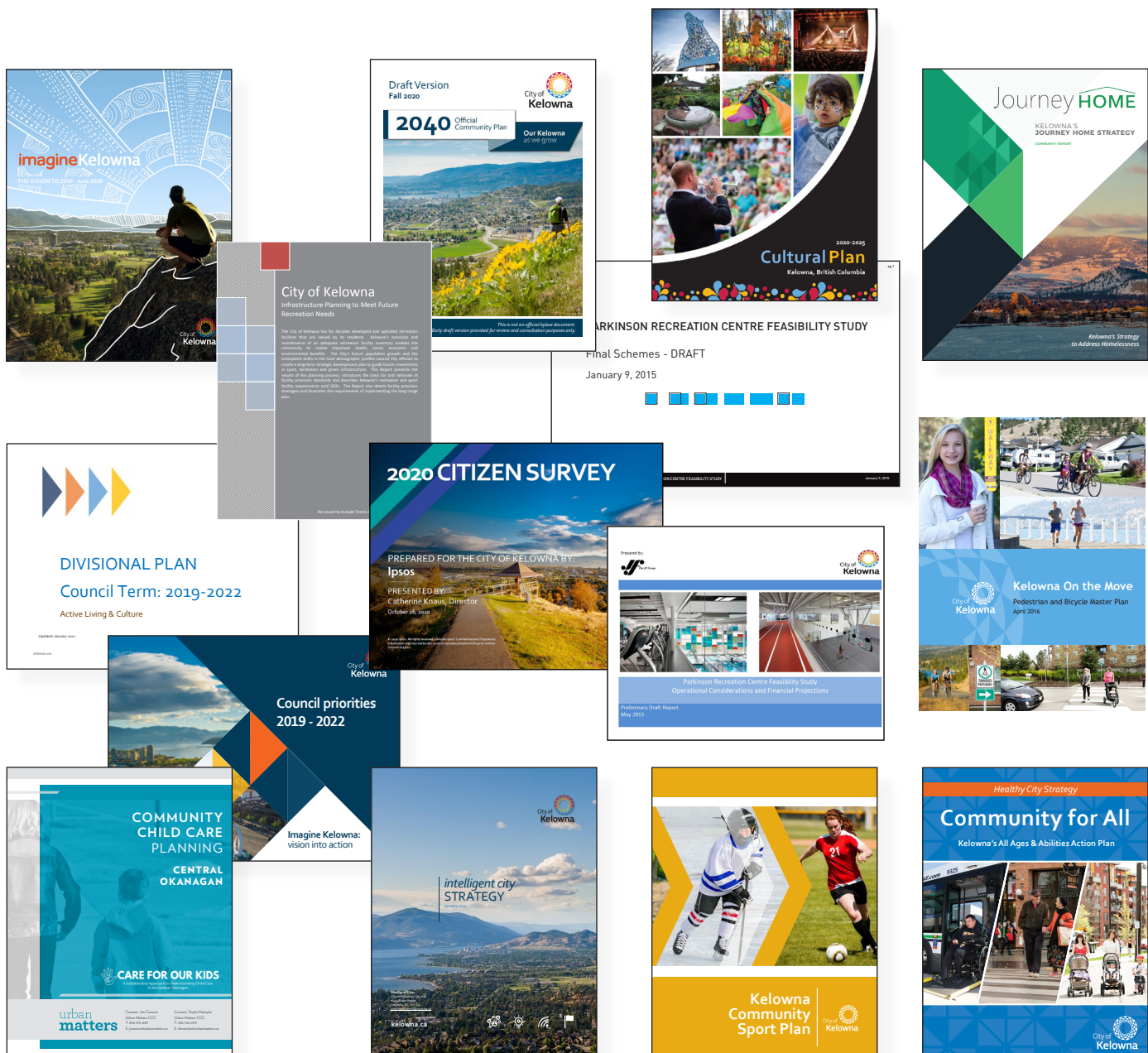
- ▶ Kelowna has experienced rapid growth in recent decades and this growth is projected to continue well into the future; the City has a long history of investing in quality-of-life amenities, including indoor recreation facilities, to ensure residents and visitors can access services necessary to lead a healthy, productive life. More investment will be needed to accommodate projected population growth.
- ▶ Kelowna's population is likely to skew older in the future, placing greater importance on ensuring that facilities are universally accessible for all residents. Collaboration with the Parkinson Senior Society on programming and events may encourage more seniors to utilize a redeveloped PRC.
- ▶ Reconciliation with the Syilx/Okanagan people is an important priority for the City. Opportunities exist to work closely with Indigenous organizations and leaders on creating inclusive spaces that celebrate Indigenous histories and cultures, as well as to identify new programming opportunities to promote knowledge of and participation in Indigenous sport.
- ▶ Equity is also an important consideration for indoor recreation facilities, including affordability, accessibility, safety for all users, and providing inclusive spaces for those of all ages, abilities, and identities to socially connect and participate in recreation and leisure activities. While the average household income in Kelowna is more than \$100,000 per year (median income of just over \$68,000 as of 2016), there are many households for whom this is certainly not the case.
- ▶ Popular indoor recreation activities for residents include team sports like basketball and ice hockey, individual pursuits such as climbing, walking, and yoga. The 2013 functional needs assessment accommodates many of these activities (save for ice hockey) at a scale that is appropriate for a growing population, specifically in the immediate vicinity of PRC.



# Background Documentation Review

Major indoor recreation facilities are important places that provide opportunities for physical activity, recreation, sports participation, rehabilitation, relaxation, social gatherings, creative and artistic expression, and places to host events. While often requiring significant public investment, community benefits derived from such facilities are wide-ranging, including physical and social health, personal wellness, community cohesiveness, and economic development.

Planning for PRC redevelopment has been underway for nearly a decade. Over this time, the City has developed new plans, policies, strategies, reports, and other material that provide additional context and substance as to why this project is needed, as well as present new considerations that may influence the design and redevelopment of PRC. To identify potential policy and planning supports for PRC redevelopment project and to inform facility design principles, nearly 40 plans, strategies, policies, and reports were reviewed at both the City and provincial/federal levels. Please refer to Appendix A for a detailed overview of documents reviewed.



## Background Document Review: Key Takeaways

- ▶ Creating great public spaces, providing opportunities for all, working towards reconciliation, building healthy neighbourhoods, achieving equitable outcomes, and creating vibrant urban centres are all policy focus areas for the City of Kelowna. From *Imagine Kelowna* through to the *Draft 2040 OCP*, the City has articulated an ambitious vision for the future. PRC redevelopment can positively contribute to achieving broader City development goals.
- ▶ Within the *Draft 2040 OCP*, PRC area falls within a 'Core Central' area that has been identified for future investment and growth, anticipating more than 6,500 new residents in the area. Improving the Highway 97 corridor streetscape, expanding the urban tree canopy, creating year-round outdoor spaces, and partnerships between the City and other organizations – like schools – are also identified. PRC redevelopment will help to facilitate other growth, as well as provide updated amenity space for a growing local population.
- ▶ PRC redevelopment has been explored and supported through reports, plans, and policies since at least 2013 with the development of the Functional Space Plan. Since that time, the project has continued to evolve. PRC redevelopment is identified as a high priority investment within both the City's *2030 Infrastructure Plan* and the *10 Year Capital Plan*.
- ▶ In terms of alignment with recreation, sport, and cultural policies in the City, PRC redevelopment is well aligned with various goals, including providing exceptional facilities for sport participation and performances, increasing participation in sport and recreation for all, providing inclusive and quality programming, and encouraging active forms of transportation. The City wishes to be recognized as a premier sporting event destination within Western Canada and amenities identified for PRC would expand the potential for event hosting.
- ▶ Kelowna's 2020-2025 Culture Plan advances a vision, goals, and strategies that strongly align with PRC redevelopment, including fostering innovation, providing amenities needed to support the city being viewed as a four-season destination, and investing in infrastructure to support the cultural sector and build character/identity. Making strategic investments in indoor spaces is supported by the Culture Plan and PRC redevelopment will provide Kelowna and its cultural user groups and patrons with a high-quality, centrally-located, animated space that expands the capacity for greater interaction between a wider range of people and user groups.
- ▶ Developing additional space is a key tenet of the 2020-2025 Cultural Plan as well. Expanding cultural opportunities and programming across Kelowna at a variety of locations is also an objective. Through engagement efforts, cultural user groups were able to provide many suggestions as to what types of amenities would benefit their program and event delivery capacities. These amenities include:
  - » Flexible, multi-use spaces that can be modified to accommodate a wide-range of activities and events
  - » Developing mixed-use creative hub spaces with unique programming partnerships
  - » Incorporating gallery / art creation spaces in more City amenities to showcase work and enhance sense of public value for culture
  - » Developing additional storage capacity for cultural groups to keep supplies and equipment
  - » Additional, high-quality outdoor spaces to accommodate public performances, festivals, and other cultural activities/celebrations
  - » Ensuring adequate parking is available to improve visitor accessibility
- ▶ Other opportunities presented in policy that could be explored through PRC redevelopment include integrating green building technologies and low-impact landscaping into site planning (climate change), exploring the potential for partnerships with child care providers and/or School District 23 to ensure adequate space is available for child care within a core central area, and ensuring that recreation and physical activity opportunities are recognized as contributing to positive health outcomes for all, as well as reflect broader efforts towards advancing equity, inclusion, and reconciliation.
- ▶ Provincial, national, and other documents reviewed establish the foundation for sport and recreation in British Columbia and Canada, identifying the importance of promoting and supporting active lifestyles, advancing equity and inclusion, addressing sedentary lifestyles, broadening Indigenous participation in all facets of life, including sport and recreation, encouraging more girls and women to be lifelong sports and recreation participants and ensuring that facilities and opportunities are barrier-free for all, including those with disabilities.
- ▶ Canadian Sport for Life (CS4L) is focused on physical literacy, equity, and life long physical activity along a continuum of personal and physical development. Having access to quality spaces and programs is key to the CS4L model and the City of Kelowna adheres to this model to govern its policies and decision-making approach.

The potential for new and innovative partnerships to be explored through PRC redevelopment is substantial. Many user groups, including sports, recreation, and culture users, non-profits, schools and educational providers, and the private sector will benefit from investment in PRC.



There is strong policy, plan, and strategic support within the City for PRC redevelopment. The project has been identified as a priority for more than a decade; PRC redevelopment advances many goals and objectives established by various City Departments and committees.



PRC redevelopment will help to attract new residents and investment within a Core Central area within Kelowna, a key goal of the 2040 OCP.



Engagement that occurred through the development of Kelowna's 2020-2025 Cultural Plan identified a number of amenities and goals/objectives that may also be advanced through PRC redevelopment, including expanding the City's inventory of flexible, multi-use program spaces, developing mixed-use hub-type spaces with multiple amenities at central locations, expanding storage capabilities for multiple user groups, and providing new, unique indoor and outdoor spaces that can be animated by cultural groups through events, festivals, and performances.

# City of Kelowna Indoor Facility Inventory

This section presents an inventory of indoor recreation facilities available within the City of Kelowna. Indoor facilities that were inventoried include activity centres/ community halls, aquatic centres, arenas, curling centres/ clubs, multi-use centres, senior centres, and theatres/ cultural venues. Major outdoor amenities such as athletic parks and sports complexes were also inventoried if they were located proximate to indoor amenities in 'campus-style' developments.

The City of Kelowna is the preeminent provider of indoor recreation opportunities within both the Regional District of the Central Okanagan. Numerous municipally owned and/or operated indoor facilities are identified in Appendix B - City of Kelowna Facility Inventory; please see this report section for more detail. The City currently owns and/or operates a myriad of indoor amenities that provide space and programming to the public, sports, recreation, and culture user groups, and event hosting spaces. The four major indoor sport and recreation facilities owned and/or operated by the City include PRC, H2O Adventure + Fitness Centre, the Kelowna Family Y, and the Capital News Centre. These facilities are highly utilized by the public and user groups and a need exists for both additional and revitalized spaces to continue to accommodate demand at the present and into the future.

At the moment, the City does have a comprehensive city-wide Joint-Use Agreement in place with School District 23 that provides some additional bookable gymnasium space, but this Agreement is limited to just a few schools. There are also indoor recreation facilities that can be found in communities throughout the Regional District of the Central Okanagan, with overall good provision of amenities. However, due to the unique geography of the Okanagan Valley, many of these amenities serve their immediate catchment areas and do not provide significant opportunities for Kelowna residents. There are a few larger recreation facilities and cultural venues in the District (i.e. Penticton, Vernon), but there is a lack of competition-level and signature event spaces regionally. Details on the Joint-Use Agreement with School District 23, other educational providers, privately operated spaces and other spaces in the RDCO are discussed briefly below.

## Joint-Use Agreements and Other Indoor Spaces in Kelowna

Through a Joint-Use Agreement with School District 23, the City also has access to a few indoor bookable gymnasium and multi-purpose indoor spaces. School District 23 provides access to five locations with indoor gymnasiums of varying quality, most of which are small due to being located in elementary schools. **UBC Okanagan** operates a multi-use indoor recreation facility located on-campus that has a large performance / competition gymnasium, a variety of multi-purpose rooms, casual indoor gathering areas, and an indoor walking track. **Okanagan College** operates a large fitness centre, with a variety of multi-use and meeting areas, as well as casual indoor gathering areas. Kelowna residents can access fitness and other amenities at these two campuses through memberships and drop-in rates. Finally, there are also more than **70 privately-owned and operated fitness facilities** in Kelowna that offer a range of activities, opportunities, and spaces.

## Other Indoor Facilities in the Region

As part of this research, indoor facilities in other communities in the Regional District of Central Okanagan (i.e. West Kelowna, Peachland, Summerland, Penticton, Lake County and Vernon) were identified. Details of this inventory are presented under a separate cover for future reference. In general, there is good provision of indoor amenities in the RDCO, but infrastructure development has generally not kept pace with population growth and many amenities are now nearing end-of-life / renewal. Of the communities examined, only the City of Vernon is currently has plans to develop a new facility. As of July 2021, the City of Vernon is exploring developing a new Active Living Centre that may include amenities such as an aquatic centre (50m lap pool and leisure pool), gymnasium(s), fitness centre, dedicated program and multi-purpose rooms, and an indoor walking/running track. The City of Vernon intends to explore assent voting for the facility in conjunction with the 2022 municipal election. At the time of writing, the estimated build out cost for Vernon's Active Living Centre is \$84 million, with potential occupancy in 2026.



## Strengths in Indoor Recreation Facility Provision

- ▶ Multi-use indoor recreation centres located in all major population centres (Kelowna, West Kelowna, Penticton, Vernon).
- ▶ Good provision of NHL-sized ice sheets within Kelowna and the RDCO, but demand and utilization is high
- ▶ Several instances of multi-amenity 'campus-type' facilities that maximize investment and locational efficiencies.
- ▶ Some smaller gymnasium spaces that are either municipally operated or accessible via joint-use agreements.



## Gaps in Indoor Recreation Facility Provision

- ▶ Indoor facility development has not kept pace with population growth in Kelowna or the RDCO since the 2015 PRC Feasibility Study. Renewed and expanded indoor amenities are required.
  - » Lake Country is exploring developing an aquatics facility as of 2020, but with no determined timeline.
  - » Vernon is undertaking planning for a new Active Living Centre that may be voted on through referendum as early as the 2022 municipal election. Amenities may include a 50-metre lap pool, two gymnasiums, and other recreation spaces.
  - » The City would benefit from having greater access to school gyms to offer more city-wide access to local facilities, as well as to expand its capacity to accommodate additional City-delivered programs. However, this should be viewed as a long-term objective that may not address need or demand in the immediate or medium-term.
- ▶ Few competition-level indoor recreation amenities, specifically gymnasias and aquatics.
  - » Lack of competition-level indoor gymnasias spaces that are easily reconfigurable and/or feature spectator seating. UBC Okanagan has a university sport-caliber gymnasium, but it is aging and the University is exploring replacement/upgrading.
  - » There is only one 50-metre competition-level pool in the study area (H2O Adventure Centre) Vernon is exploring the development of one, but this will be subject to a community referendum.
- ▶ Few signature major sport and recreation event hosting facilities in the region.
  - » South Okanagan Events Centre is viewed as a premier event hosting destination, but lacks amenities needed to host a broad range of sport and recreation competitions/events (e.g. competition-level gym and pool).
- ▶ Infrastructure is aging and/or nearing end-of-life in several communities, including Kelowna.
  - » Summerland recreation facility is nearing end-of-life as of 2018.
  - » Lack of planning for future indoor recreation facility development in the RDCO may create a situation in which some communities become severely underserved and residents may need to travel to Kelowna to access these amenities.



In terms of programmable spaces, there is a more balanced mix between programs offered by the municipality and individuals or groups renting space in which to organize their own activities. The uses organized and implemented by the City range from instructional programs of various types to arts and crafts. Renters host a wide variety of different types of uses depending on their individual or organizational purposes. Not surprisingly, the use of program spaces is skewed in favour of adults.

## PRC Use Profile

To understand the demand for space and the type of facility components that should be contemplated for the redeveloped PRC, the consultants examined the current use profile of the key facilities within the current building. This use analysis reveals that PRC is extremely well utilized with very little available time to allocate to organized groups, new organizations attempting to serve various emerging needs or alternative types of programs.

As is the case with most indoor recreation facilities, the fall/winter/spring season is the most popular for PRC users. According to staff records, virtually all prime-time hours during these months are either programmed or rented for various activities. Demand for hours is so pronounced that staff sometimes have difficulty finding sufficient unused hours to perform maintenance duties.

Use of the PRC pool is dominated by swimming programs. Learn to swim, advanced lifesaving and other life skill development programming are organized and delivered by municipal staff. The pool is also available for rentals by aquatic clubs however the number of hours available for renters is modest given the extent of City run programs. Also, the dominance of the instructional programming, is demonstrated by the fact that 90% of pool time is dedicated to children and youth uses.

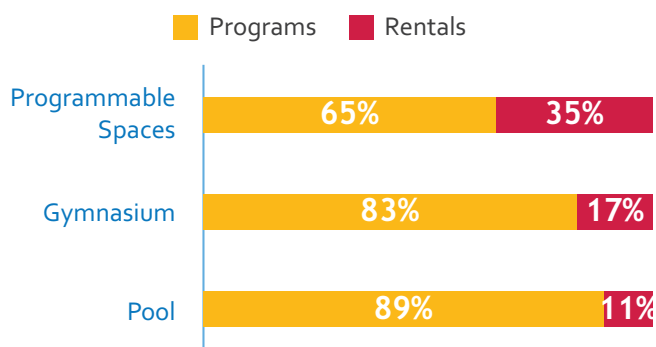
In the case of the gymnasium, users participate in beginner to advanced pickleball, various levels of volleyball, Zumba and other forms of fitness classes, bocce, wheelchair basketball and other court activities. Over eight (8) in ten (10) used gym hours are occupied by City programming with the balance of time rented to community organizations. Interestingly, the proportion of use by adults and youth is almost the exact opposite to the pool use profile – adults are the predominant users of the gymnasium.

The primary difference between summer and fall/winter/spring utilization patterns is the type of users attracted to different program alternatives offered by the City. Understandably, there are more children and youth focused programs during the summer season when the younger cohorts are on summer school vacation. Consequently, summer camps and other types of instructional and participatory programming are attractive offerings at PRC.

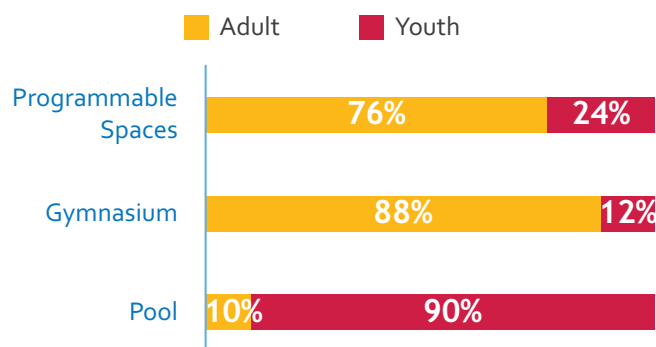
The shift in the profile of users during the summer months is particularly evident in the multipurpose program spaces and the gymnasium. There is less deviation between uses by adults and children in the swimming pool primarily because the City's inventory of instructional program remains relatively constant between seasons.



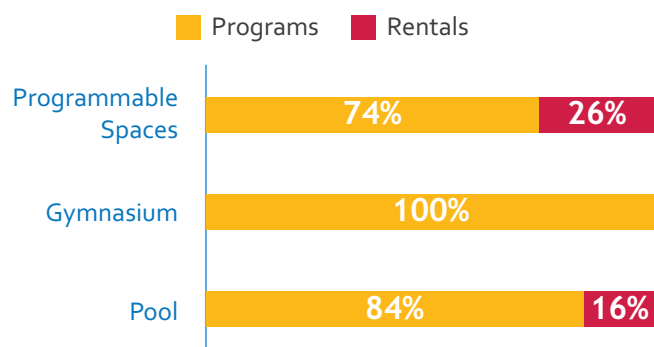
### Chart 1: Winter Use by Type of Use



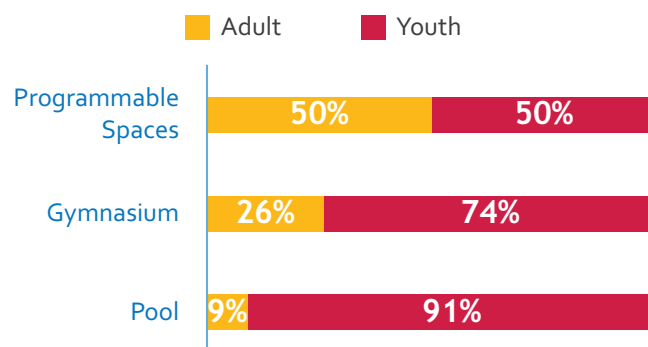
### Chart 2: Winter Use by User Type



### Chart 3: Summer Use by Type of Use



### Chart 4: Summer Use by User Type



It is noteworthy that time is at a premium in both the fall/winter and spring/summer seasons in all facility components available within the current PRC facility. Staff report that there is virtually no available time to expand programming and that groups are prevented from expanding their numbers of rental hours due to lack of unused time.

It is reasonable to assume that if there was available capacity in other facilities in Kelowna, there would be far fewer requests received by staff for additional time. Indeed, staff are consistently denying facility requests from competitive swim clubs, community sport organizations, cultural groups, etc. because all of PRC's lack of available and desirable unused hours.

Overall, the City of Kelowna provides a comparable level of indoor recreation facility infrastructure relative to the six municipalities examined as part of this research.

Examining recreation funding rates across the six communities, Kelowna once again compares strongly in terms of cost recovery ratios, per capita funding allocations, and overall recreation expenditures. Recreation revenues are below-average compared to these communities, but PRC redevelopment is likely to boost revenues through rentals, tournaments, and special events.

## Benchmarking

To further understand and contrast indoor recreation facility infrastructure provision in Kelowna with other Canadian municipalities, six communities were examined: Abbotsford, Kamloops and Victoria in British Columbia; Red Deer, Alberta; Oakville, Ontario; and, Saskatoon, Saskatchewan. In addition to indoor recreation facilities, funding levels, program/delivery approaches, and notable recreation policies were also examined. Comparing municipalities directly through benchmarking provides a general picture as to what level of service is being provided in other communities, however, all communities are unique and benchmarking does not account for different contexts, community histories, and development priorities. Details of this benchmarking research are presented under a different cover for future use.

## Benchmarking Takeaways

- ▶ Indoor facilities and amenities examined include ice arenas, number of ice sheets, performance arenas, curling rinks and ice sheets, indoor pools, leisure pools, competition-level pools, gymnasiums, field houses/ indoor turf facilities, campus-style or combination facilities, multi-use spaces, indoor walking / running amenities and other support spaces.
- ▶ In terms of raw numbers of amenities, Kelowna is average or above average in most infrastructure categories examined. On a per-capita basis, Kelowna residents have similar access to indoor recreation facilities as is the case in other communities examined.
- ▶ However, population growth rates should also be considered: Kelowna is one of the faster-growing communities in Canada and areas of comparative strength in terms of benchmarking can quickly become areas of deficiencies.
- ▶ Amenities where Kelowna is less competitive in terms of benchmarking, on a per-capita basis, include leisure pool and 50m pool provision, gymnasium provision, multi-use or multi-purpose program area spaces, indoor walking/running tracks and concession areas.
- ▶ Generally, the City is competitive with other municipalities examined in terms of cost recovery ratios (i.e. revenues compared to expenses).

- ▶ Examining policy, mandate, service delivery, and asset management approaches, Kelowna is a clear leader in terms of addressing topics such as inclusion and equity, accessibility, physical literacy, and climate change through policy as it pertains to the provision of recreation, parks, and culture services and infrastructure.
- ▶ All municipalities take a combination-approach to service delivery in that they take both a direct role in providing infrastructure and programming, but also work with user groups and third parties for both operating and programming of municipally-owned spaces. Kelowna is similar in this regard.
- ▶ Asset management is becoming an increasingly important topic in terms of infrastructure management and development in all communities examined (save for Victoria). Kelowna, too, has demonstrated leadership in ensuring that infrastructure renewal and development decisions are transparent and planned for well in advance.
- ▶ Many of Kelowna's plans and strategies have been recently developed or updated, helping to ensure that the Active Living & Culture Department's approach to decision-making, programming, and service delivery is well aligned with guiding values such as equity, inclusion, accessibility, and reconciliation.
- ▶ PRC redevelopment presents an opportunity to demonstrate the City's leadership both through infrastructure design and service delivery goals and approaches.



Unique policies and programs identified in other communities include developing specific programs to increase accessibility for those with physical or other barriers, updating allocation policies to require groups to demonstrate how they support equity, accessibility, adaptability, and other guiding principles, as well as updating fees and charges to provide reduced rates or subsidies for underserved members of the community. Kelowna, too, places strong emphasis on these values through various plans and policies.

Municipalities examined take a blended approach to service delivery that entails being a direct service provider for programs and infrastructure, working with non-profit and private-sectors, and volunteer groups. Kelowna is similar in this regard.

Asset management and sustainable design are becoming more important topics in many communities. Municipalities examined have varying degrees of formality when it comes to infrastructure design guidelines, but nearly all have specific asset management policies or strategies. The City of Kelowna has a number of plans and documents that reflect the importance of infrastructure sustainability and resiliency that should be addressed through design of a renewed PRC.

# 3

## TRENDS AND BEST PRACTICES

The Government of BC defines physical literacy as being “the motivation, confidence, physical competence, knowledge, and understanding to value and take responsibility in physical activities for life.” Active People, Active Places p.13

This section reviews several trends and best practices identified within the recreation and culture sectors that pertain to indoor facility design, provision and service delivery. These trends and best practices may be of value to refer once the PRC redevelopment project advances into detailed design stages. Trends and practices are generally presented in an abbreviated form to maintain the high-level focus of this document. For a more detailed discussion on pertinent trends and best practices, including on broader impacts of COVID-19 on the sector and indoor facilities, please see Appendix B.

### Multi-Use Spaces

- ▶ Indoor facilities are now commonly designed to accommodate multiple activities and a wide variety of user groups. Stand-alone, single purpose facilities are now rare.
- ▶ Benefits of multi-use spaces include achieving operational efficiencies, attracting a wider-range of users, procuring multiple revenue sources and meeting multiple user group and public needs at one convenient location.

### Importance of Partnerships

- ▶ Multi-sector partnerships are key to the overall landscape of indoor amenity operations (e.g. partnerships, sponsorships) and increasingly key to infrastructure development.
- ▶ Partnerships are becoming wider-ranging over time, including multiple levels of government, other municipalities, non-profit organizations, school boards and even the private sector.
- ▶ Partnership agreements can include lease space agreements, naming rights, contracting operations or program delivery to third parties and sharing building costs.

## Designing for Physical Literacy

- ▶ Safety and user comfort are essential to promoting physical literacy, which in terms of facility design and programming can include providing resources and information on how to prevent information, and designing flexible, appropriately sized spaces for user comfort.
- ▶ Being able to scale up or down program spaces and programs themselves can promote physical literacy. The 2013 PRC Functional Space program incorporates multiple design elements that support physical literacy.

It is important that any investment in indoor infrastructure be framed around meeting community needs and demand. Investment in sport and competition-level amenities and cultural spaces should be prioritized based on benefits being provided to the widest range of residents.

## Culture and Sport Tourism and Event Hosting

- ▶ Culture and sport tourism are significant subsegments within the tourism sector overall, becoming highly competitive.
- ▶ Attracting major cultural and sporting events/competitions are new drivers of partnerships and infrastructure development in Canada.
- ▶ To maximize both economic and public benefit from investing in major infrastructure capable of hosting such events, it is important that investments are sustainable, that benefits are clearly communicated to the public, and that the pursuit of such events is strategically aligned with community values

Site designs for PRC redevelopment all demonstrate a degree of indoor/outdoor space integration, including the facility being an indoor corridor for pedestrians on Harvey Avenue to access the trail network and other outdoor amenities.

## Indoor Facilities as Community Hubs

- ▶ In many communities, indoor facilities are increasingly functioning as community hubs - both formally and informally - in addition to primary program functions.
- ▶ Facilities are being designed to accommodate multiple activities, user groups, spontaneous drop-in users, structured users, provide space for formal and informal gathering and be 'one-stop' shops for recreation, culture, leisure and other service needs.
- ▶ Combination or campus-style developments support community hub functionality, blending ideas on what a recreation centre, cultural venue or municipal service space can and should be in communities.

## Blending Indoor and Outdoor Spaces

- ▶ Modern indoor facility designs are providing seamless interfaces between indoor and outdoor environments.
- ▶ Examples include having public event spaces being located both indoors and outdoors, connecting outdoor trail networks with an indoor corridor, and indoor and outdoor public art.
- ▶ Many operational considerations should be examined when planning for these interfaces, including where indoor/outdoor spaces should interface, how to control access to spaces, and how to keep spaces clean.



Public indoor facilities can help to foster a sense of community identity, pride and spirit, by bringing people together, creating destination-oriented spaces (i.e. hubs), and connecting people to each other and nature. Equity, diversity, inclusion and reconciliation are ongoing processes that should occur in a respectful manner.

In terms of designing facilities to be safe and inclusive, CPTED principles provide a strong foundation when evaluating design choices. Ensuring that spaces are well lit, supervised, open, and inviting can help all users feel safe. Other strategies for advancing equity, diversity, inclusion, and reconciliation include utilizing different languages on signage, soliciting design feedback from community groups, and through programming (i.e. newcomer ambassador program, Indigenous sport try it events).

## Integration of Revenue Generating Spaces

- ▶ Municipalities operating indoor facilities must be innovative to find new ways to generate revenues to sustain operations and/or fund future expansions.
- ▶ Lease spaces are being integrated into facility designs to provide opportunities for both revenue generation and spaces for local businesses and user groups to operate out of.
- ▶ In the case of user-groups or non-profit organizations, municipalities can provide lease rates slightly-below market rate in prime locations.
- ▶ Food and beverage options, sports therapy, artist collaboratives or makers, apparel and equipment providers, and other retail businesses can often be found in newer facilities.

## Equity, Diversity, Inclusion and Reconciliation

- ▶ Efforts are occurring in Kelowna and across Canada to ensure that equity, diversion, inclusion and reconciliation are holistically reflected throughout organizations and communities.
- ▶ Public indoor facilities can serve as important sites for advancing equity, diversity, inclusion and reconciliation by providing spaces and places to build cultural awareness and acceptance.
- ▶ Facility design and design processes should be inclusive of all Kelowna residents, reflect unique cultural histories and lived experiences, and strive to address systemic issues.





## Sustainable Design and Facility Management

- ▶ For indoor facility operators and event managers, climate change will have significant implications related to water, energy, and waste.
- ▶ Natural environment changes and increase hazard from extreme weather events and disasters may result in lower usage of outdoor spaces and greater need for safe, climate conditioned facilities to meet culture, recreation, leisure, and other needs.
- ▶ Municipalities can demonstrate their commitment to environmental stewardship and sustainability by designing new and retrofitting existing facilities to incorporate sustainable building technologies, energy generation infrastructure, low impact landscaping designs, and by monitoring and striving to lower emissions and water use through operations.
- ▶ Facility rating systems like Leadership in Energy and Environmental Design (LEED) are now commonly utilized by municipalities when making architectural and engineering design choices for facilities.
- ▶ Prudent asset management practices and life-cycle modeling are also important considerations when evaluating the cost-effectiveness of design choices and ongoing impacts of facility operations over the long term.

A photograph of a smiling woman with dark, curly hair, wearing a red and white tank top and dark pants. She is standing in what appears to be a gym or recreational facility. The background is slightly blurred, showing other people and equipment.

Kelowna's draft 2040 *Official Community Plan* identifies several strategies and initiatives that strongly align with sustainable design, mitigating the impacts of climate change, and making municipal infrastructure more resilient to climate disruptions. Policies specifically identify the importance of extending the urban forest canopy, establishing connections with natural spaces and reducing greenhouse gas emissions. Detailed design work for PRC redevelopment should embrace sustainability as a core principle to demonstrate leadership.

The City's draft 2040 OCP identifies accessible design as a key strategy for creating inclusive spaces for people of all ages and abilities, as well as to support aging in place. In terms of facility design, ensuring that spaces are accessible often requires building larger circulation areas, washrooms, and other areas. Although accessibility may require larger building footprints, such design choices are critical for creating accessible, welcoming spaces for all.

## Facility Accessibility

Accessibility is an ongoing concern for sport and recreation facilities because the built environment can be a primary barrier to participation and this population tends to have mobility challenges. Facility designers must consider how disabilities can take many forms and that creating a solution for one form of disability may not necessarily remove the barrier for all. The most accessible attributes of sport and recreation facilities tend to be water fountains, parking lots, elevators, and corridors. Meanwhile, the most inaccessible components tend to be hot tubs, bathrooms, swimming pools, signage, and equipment.

To improve the accessibility of aquatic amenities, designers should eliminate the use of stairs, incorporate ledges at various heights of the entrances and exits of swim areas, increase space to store assistive equipment and consider the travel to these amenities. Bathrooms often present barriers with inadequate dimensions, swinging doors, lack of automation, height of amenities, slippery surfaces and benches not large enough for safe transfers. Signage can be improved by incorporating braille, larger print or audio for information, the use of images instead of text and creating accessible routes that guide people through a facility.

Sport and recreation facilities must not only consider the barriers of the built environment, but also ways to foster collaborative relationships between facility staff, able-bodied users and those with disabilities. To create a barrier free facility, tailored solutions must be developed that address the needs of those with disabilities in the surrounding communities and ensuring that they are not ostracized in the way that they use or travel throughout a facility. During a renovation or retrofit, designers should conduct a thorough accessibility assessment with those in the community, review the necessary policy and create a transition plan that outlines objectives and timelines to remove barriers that also keeps the facility as accessible as possible throughout the project.





# Pandemic and Public Health Design Considerations

The COVID-19 pandemic has created many challenges for indoor recreation facility operators, both in terms of operational impacts as well as greater focus on how to keep people safe within facilities. The need to regularly clean and sanitize surfaces, implement temporary or permanent measures to ensure physical separation between users, and a growth in popularity of unstructured, informal recreation activities have all challenged facility operators, budgets and staffing needs. Facility operators must also instill confidence in users that facilities are going to be clean and safe for activity.

Several design choices can be made to ensure that indoor recreation facilities can better operate within the context of the current and future public health crises. These choices include:

- ▶ Designing facility spaces to allow for hybrid delivery of programs and services, allowing users to participate remotely if necessary or desired. Spaces can be designed to integrate cameras and other audio-visual technologies to allow for live streaming of programs, as well as accommodate in-person activities.
- ▶ Air handling systems, corridor widths, room capacities, and surface material choices can all be designed to maximize occupant health and safety by considering how often air is circulated in a space, filtering systems, whether individuals can maintain physical distance if necessary, and whether surfaces are easy to clean and/or naturally anti-bacterial.

- ▶ Traffic flow within facilities should be considered to reduce potential disease or illness transmission risk, focusing specific attention on entry/exit pinch points, change room and bathroom design to maximize space between occupants.
- ▶ Facilities should be designed to minimize the number of high-touch surfaces by integrating touch-free technologies like sensors on doorways, hand motion soap and paper towel dispensers, and so forth. Design should strive to reduce user need to touch surfaces as they move throughout a facility.
- ▶ Automated cleaning technologies such as UV-lights can be installed into facility fixtures to automate cleaning when people are not within spaces. Surface materials should also be selected for long-term durability and wear-and-tear due to needing to more frequently sanitize surfaces.

Both now and into the future, the COVID-19 pandemic will have a lasting impact on indoor recreation facility operations and users. It is anticipated that the experience with this pandemic will influence future operating practices, participation levels, and facility design. The lasting impact on the public psyche is yet unknown, but participants will need to be convinced and reassured that indoor recreation facilities and public spaces are safe. Both facility design and communications can address concerns.



# 4

## ENGAGEMENT

A program of engagement was undertaken specifically for this report with community groups, stakeholders, and potential partners. This engagement served multiple purposes including updating all on PRC redevelopment project and gathering input to be utilized to evaluate the existing preliminary space program and associated costing estimates as necessary.

Several engagement tactics were employed and a wide-variety of perspectives considered, including, with insights gathered through discussion sessions with community groups, an online survey with community groups, interviews with potential partners, a telephone public survey, and a review of previous engagement work related to work completed as part of the Cultural Facilities Master Plan (2015). The findings from each of tactics and data sources are presented below along with some description of the engagement process utilized.

### Engagement Tactics and Data Examined



#### Public Telephone Survey (2021)

300 interviews exploring public appetite for PRC redevelopment



#### Stakeholder Discussion Sessions (2021)

5 sessions with 13 stakeholder groups



#### Online Group Survey (2021)

45 responses from PRC user groups surveyed online



#### Partner Interviews (2021)

6 robust discussions



#### Cultural Engagement Findings

Cultural Facilities Master Plan engagement data reviewed

# Public Telephone Survey

As part of this project, the City of Kelowna hired IPSOS to conduct a public telephone survey to gauge public appetite for PRC redevelopment and tolerance for potential tax increases to help offset project costs. The survey was conducted in July 2021 and 300 interviews were randomly conducted with Kelowna residents. The survey is statistically reliable, with results accurate to a level of +/-5.7%, 19 times out of 20.

## Key Public Survey Findings

- ▶ Respondents reported visiting PRC less overall and less frequently during the COVID-19 pandemic. However, most indicated that they anticipate returning to pre-pandemic PRC visitation levels once public health restrictions are lifted
- ▶ More than 90% of respondents that indicate having visited the PRC are satisfied with the facility
- ▶ Around one-third of respondents that indicate having not visited PRC identify that they prefer to go to other facilities
- ▶ **Greater than four out of five respondents support PRC redevelopment** (51% strongly support, 31% support somewhat). Reasons identified as to why residents support PRC redevelopment include:
  - » Age and condition of PRC, need for new/upgraded amenities
  - » New PRC is needed / important for the community
  - » New facilities are needed to support population growth and to offer new/more programs
- ▶ **More than 90% of respondents (94%) agree that a new recreation facility is important** for providing inclusive opportunities that appeal to a diverse range of people
- ▶ The **most important amenities** and services identified by respondents for inclusion in the new PRC include:
  - » Change rooms and showers (90%)
  - » Accessibility and inclusive design features (88%)
  - » Aquatic facility with leisure and competition tanks (86%)
  - » Multi-purpose program rooms (86%)
  - » Multi-purpose gymnasium (94%)
  - » Therapeutic pool (83%)
  - » Fitness centre (81%)
  - » Walking and running track (81%)
  - » Public gathering spaces (75%)



More than 80% of public telephone survey respondents support PRC redevelopment and more than 90% feel that a new recreation facility is important to provide Kelowna residents with inclusive opportunities that appeal to a wide range of visitors. 80% support some level of tax increase to support PRC redevelopment.

- ▶ Around four in five respondents support a **property tax increase to support PRC redevelopment**, with preference being for a smaller tax increase to develop a facility that meets current needs rather than is built to accommodate future needs.
  - » **Most respondents support an annual property tax increase of around \$100 for the next 25 years** (62% support)



# Stakeholder Discussion Sessions

Representatives from various community groups were invited to participate in one of several discussion sessions. Five groupings were identified and a sampling of stakeholders from each grouping was invited to participate in an online discussion session. The groupings included the following:

1. Rentals and events groups – organizations that utilize PRC primarily to host their events or participate in larger community events.
2. Adaptive/Accessibility groups – organizations that provide programming and activities for people who have mobility challenges.
3. Aquatics users – organizations that deliver their programming in swim and dive tanks.
4. Gymnasium users – organizations whose programming and activities use dryland spaces which are primarily gymnasium type spaces.
5. Individual PRC users – individuals who are not part of organized groups but who visit PRC for their own individual recreation and fitness needs.

In each session participants were provided with a brief background of PRC redevelopment project including the identification of program space enhancements based upon research completed in 2013. In total thirteen organizations and sixteen individuals provided input through the sessions, phone calls and written submissions. Please refer to Appendix D to see the organizations providing input.

## Findings

A synopsis of the findings is presented below representing the input of all participants. It is important to note that while recruitment to the different sessions was done with a focus in mind, participants were able to speak about all areas of PRC. Secondly, not all comments presented below represent unanimity of opinions; the comments presented reflect the comments offered.

Four main themes were addressed through the discussions:

- ▶ The importance of PRC for programming and their utilization of the facility;
- ▶ Expectations for demand for space and growth of their groups;
- ▶ Comments on the draft / proposed change in programming space areas; and,
- ▶ Criteria to prioritize space needs.

Comments are presented below according to the different spaces in PRC and are not specifically tied to the different sessions.



## Importance of Amenities and Current Usage of PRC

### Event Spaces

- ▶ Cannot accommodate all uses; its size is limiting and other venues (selection in Kelowna is limited) are sought
- ▶ Aesthetics do not adequately align with events and kitchen space is small
- ▶ Washrooms are insufficient to support the size of banquet space
- ▶ FFE (furniture, fixtures and equipment) needs updating and replacement

### Aquatics

- ▶ PRC supports part of programming but use other spaces as well; some users have 'outgrown' PRC for programming due to limitation on lane numbers (i.e. not 8-lane)
- ▶ PRC accommodates both younger and older participants (not the more competitive, demanding groups), but is generally seen as more adult focused
- ▶ Some amenities are currently lacking
  - » Depth of PRC tank is insufficient to accommodate programming
  - » No dive boards or dive tanks to support competitive events
- ▶ PRC has a long history of meeting the needs of the community and serving as a hub – attracts a diversity of users from the City and enables social gathering / opportunities to meet people
- ▶ Provides space to address physical therapy needs

### Gymnasium

- ▶ Difficult to get access to the space – many groups trying to get the space - with some groups looking elsewhere to accommodate their needs
  - » Booking process makes securing the space challenging
- ▶ PRCs central location is preferable for individual participants
- ▶ Fitness space does not accommodate people with mobility challenges very well
- ▶ Is not used much because only has a single court and ceiling height means it is not suitable for older participants
  - » Not suitable for tournaments because of single court, low ceiling and no viewing area
- ▶ Lack of indoor track and other amenities to support programming

## Expectations for Space Demands

### Aquatics

- ▶ Limited ability to grow due to lack of space and facility amenities (e.g. spring boards / dive towers)
- ▶ The space challenges are impacting the ability of groups to recruit coaches as well
- ▶ More groups are vying for the limited space available
- ▶ Typically a surge in enrollment in Olympic years
- ▶ Always seems to be traffic in the aquatics centre using the tank and amenities from the public. Many classes being offered to the public are fully enrolled.
- ▶ Population growth in Kelowna will create greater demand from the public for the space

### Gymnasium

- ▶ Greater need for space to accommodate existing programs, new programs and tournaments
- ▶ Development of competitive and elite athletes requires significantly more access than simply offering a recreational program
- ▶ Increased demand for youth sports outside of school sports
- ▶ Increasing demand on securing school gymnasiums but can be difficult to access these spaces due to high school usage. School facilities do not provide any broader public exposure of activities and user groups that may occur in a multipurpose facility
- ▶ Capital News Centre cannot accommodate several organization's needs
- ▶ Fitness centre at times seems underutilized by the public

## Suggested Changes in Programming Space Areas

### Event Spaces

- ▶ There are limited places to accommodate larger events in Kelowna beyond hotels. As well there are challenges to secure that space
  - » Support amenities (e.g. bathroom, kitchen) are insufficient to fully support events

### Aquatics

- ▶ Program elements need to be enhanced
  - » Warm up tank is needed to support swim meets
  - » Dive tank is desired; could serve as a warm up tank
  - » Meets need at least 8 lanes in the 25m pool; ideal to have 8 lanes in a 50m pool
  - » Dryland training space needs to correspond to tank size and events being hosted
- ▶ Support amenities need to be improved
  - » Events require appropriate dryland training space, deck space for officiating and viewing areas
- ▶ Facility design should anticipate future demand, recognizing a growing city

### Gymnasium

- ▶ Allocation of space will be important to ensure that significant gymnasium space addition is sufficient
- ▶ Concerns about court space impacted by the need for increased storage and the indoor track
- ▶ Existing demand could easily utilize three times the space that currently exists; providing that program space is a better use of space than providing larger viewing areas
- ▶ UBCO is growing and expanding its programming which will limit the ability of community organizations to access its space meaning more demand for other space in Kelowna
- ▶ Fitness area needs to be designed to accommodate all users, including those with physical disabilities, which may require additional space or specific attention on circulation areas that may reduce programmable area to ensure accessibility

## Prioritizing Space Needs

Across discussions outlined above, comments were also solicited regarding prioritizing space demands. *(Items denoted with \* indicate stronger or more support)*

- ▶ Economic impact is important\*
- ▶ Regional supply is important\*
- ▶ Future demand is important\*
- ▶ Trends are important to consider\*
- ▶ Social impact\* - including supporting low income; people with special needs and accessibility challenges
- ▶ Existing use and relationships should be considered\*. The needs of those groups and uses in PRC should be addressed prior to addressing the needs of new uses or groups.
- ▶ General community use and the ability to bring people together
- ▶ Need to consider spaces that will support outdoor spaces and activities. There are outdoor amenities and activities that happen on the site. Some indoor spaces support the programming that takes place outdoors.
- ▶ General programming and meeting space can be accommodated elsewhere
- ▶ Focus on program and activity space over administrative spaces and banquet space
- ▶ Space booking decisions are currently made based on user group preferences for spaces and times
- ▶ Need to consider people with accessibility challenges; public spaces should accommodate everyone in the community – enhancements made are often used and appreciated by all
- ▶ Cost to access the space



## Other Comments

Some comments were made beyond the main topics of discussion.

- ▶ It will be good to finally get a decision from the City of Kelowna about the future of PRC. It is needed to allow groups to plan\*
- ▶ Current booking processes to secure space in PRC makes it difficult for some groups to get the space and run their programming
- ▶ Some groups would assist with fundraising to ensure facility improvements are met
- ▶ Some sports that require spaces are ones that are foundational and support athletes across multiple sports
- ▶ Keep the murals in the pool

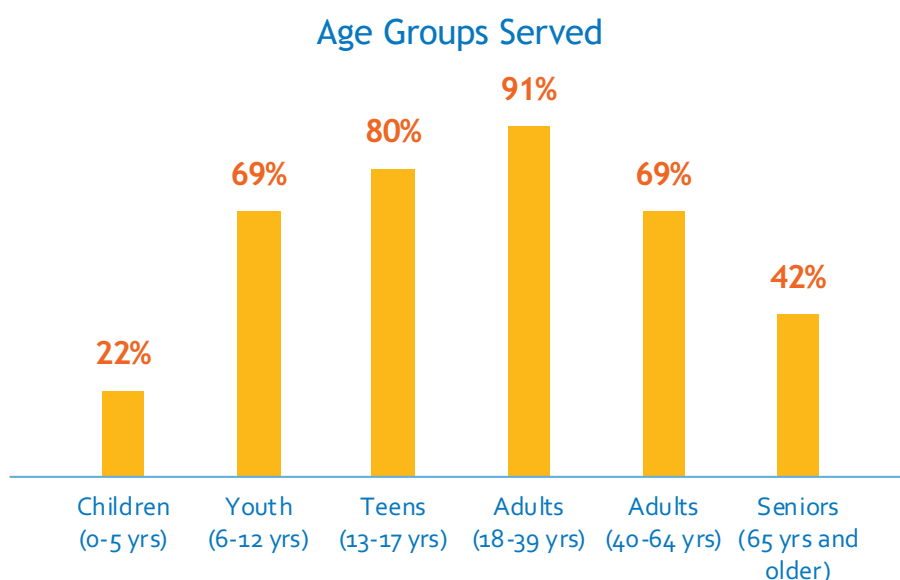


## Community Group Survey

An online survey was also fielded with community groups in Kelowna.<sup>1</sup> The City of Kelowna sent out invitations (via email) to a broad array of organizations that currently use PRC or those that have or may use PRC. The email explained the purpose of the overall project and solicited groups' participation. Participation in the survey was monitored and reminders were sent out to groups partially through the fielding window to encourage participation. The survey was in the field from June 4 through to July 29, 2021. In total 45 responses were collected; refer to the Appendix D for a listing of groups that participated.

Survey findings are presented below in the order the questions were posed. Where appropriate, findings are presented according to the general spaces used by the groups. For example, responses from aquatic user groups may be presented separately from gymnasium users.<sup>2</sup> Responses are based on those who provided a response as not all respondents answered all questions.

Groups provide a variety of services and programs ranging from aquatics programming, indoor dryland, outdoor dryland, team activities, individual pursuits, seasonal, year-round, and all ages programming. Groups also provide programs and activities to participants from children through to seniors. A very large majority provide programs to adults 18-39 yrs. See the graph for other responses.



<sup>1</sup> Groups were able to participate by completing a hard copy of the questionnaire as well.

<sup>2</sup> Gymnasium users and aquatic users were identified through their responses to facilities used. Refer to the appendix for the listing.



## Current Facility / Space Use

Groups were asked to identify their organizations' use of indoor facilities in Kelowna. A varied list was provided.

Considering **gymnasium** users, the most commonly used facilities are the following:

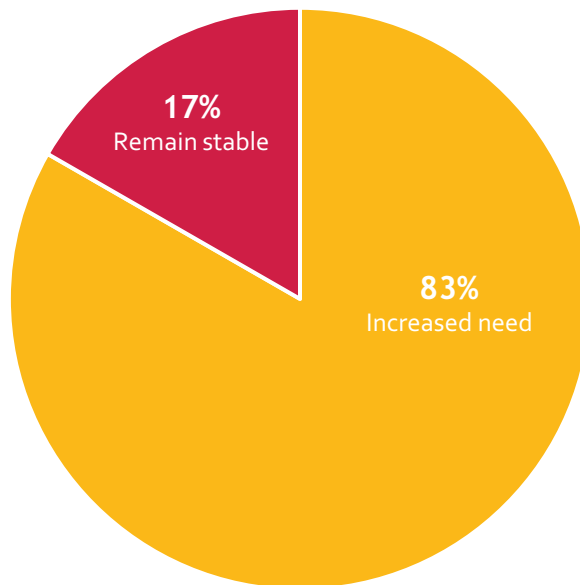
- ▶ Schools (10 mentions)
- ▶ PRC (5 mentions)
- ▶ Capital News Centre (4)
- ▶ Churches (3)
- ▶ Senior Centres (2)

Considering **aquatic** users the most commonly used facilities are the following:

- ▶ H2O Centre (9 mentions)
- ▶ PRC (3 mentions)
- ▶ YMCA (3 mentions)
- ▶ Johnson Bentley Memorial Aquatic Centre (2 mentions)

More than three-quarters of respondents said they expect to require more total hours of access to meet anticipated demand over the next five years, as illustrated in the graph. No groups anticipate seeing a decrease in total hours of access needed to meet demand.

## Expected Need for Total Hours of Access to Space



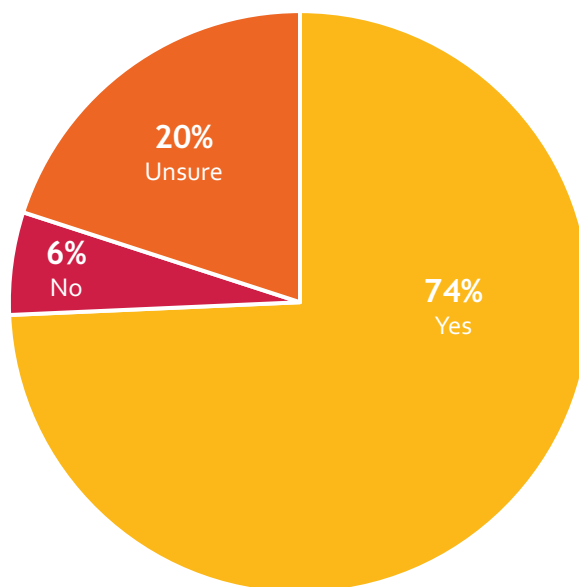
Of the groups expecting that they will need additional facility hours, approximately three-quarters (74%) said they also expect that they will need both additional hours and more physical space.

Groups were then able to provide comments related to their need for space. Comments made by multiple groups include the following:

- ▶ Participation levels are growing for a variety of reasons including more participants of all ages wanting to participate in activities
- ▶ Groups are offering new programs including beginner programs and more competitive programs. Modified play incorporating new rules has brought new players as well
- ▶ Expanded play for current members means that more game time is needed for existing participation
- ▶ More events and tournaments require additional space and configurations of space to host (e.g. clusters of facilities)
- ▶ Increased interest in sport has brought increased participation. The Olympics create a surge of interest as well
- ▶ More storage space is needed

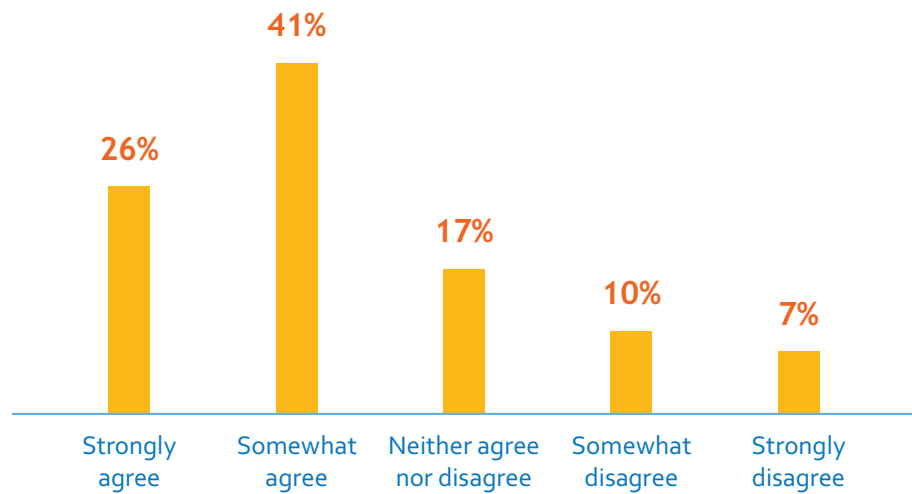
## Expected Need For Additional Space

(Subset: Those who expect need for more hours)



Approximately two-thirds (67%) of respondents agree that the fees they pay to use spaces is fair while 17% disagree. Respondents who disagreed that the fees are fair do not comprise a single type of organization but include aquatic and gymnasium users as well as outdoor groups. While several groups reiterated that fees are reasonable, others mentioned that the costs of facility space are one of the biggest challenges they face when putting on their programs. Some specifically cited the reasonable nature of fees charged to youth and seniors. There were also comments that referenced the differential in fees based on organization structure: there was a positive comment on not-for-profits receiving lower fees than for profit groups; another commented that they were unsure why this difference is reflected in facility fees.

### The Fees We Pay to Use Spaces is Fair





## PRC - Redevelopment Thoughts

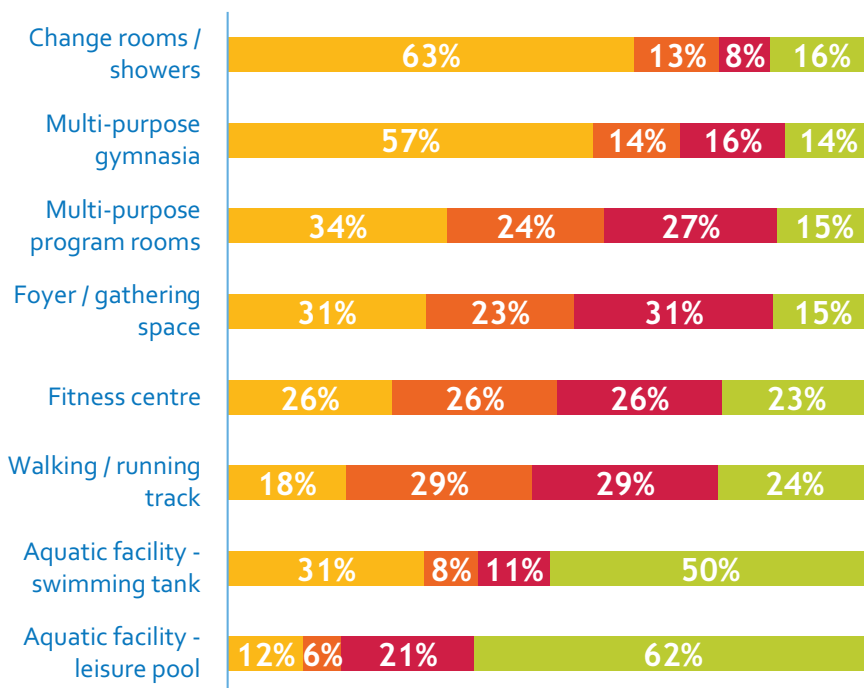
Respondents were provided with a list of amenity spaces that may be included in a future facility. They were then asked to indicate the likelihood of their organization using each space. As illustrated in the graph, approximately two-thirds (63%) would very likely use change rooms / showers and over half (57%) would very likely use a multi-purpose gymnasium. Less than one-quarter (18%) are likely to use a leisure pool.

### Subsegment Analysis

- ▶ All respondents who are gymnasium users said they are likely to use multi-purpose gymnasia with 14 of 16 very likely
- ▶ 10 of 15 gymnasium users said they are likely to use the fitness centre with 4 unsure and 1 very unlikely
- ▶ All respondents (9 out of 9) who are aquatic users said they are very likely to use an aquatic facility-swimming tank
- ▶ Only two of eight aquatic users said they are unlikely to use an enhanced aquatic facility
- ▶ Only one of nine aquatic users are unlikely to use a fitness centre

### Likelihood of Using Facility Components

Very likely Likely Unsure Unlikely



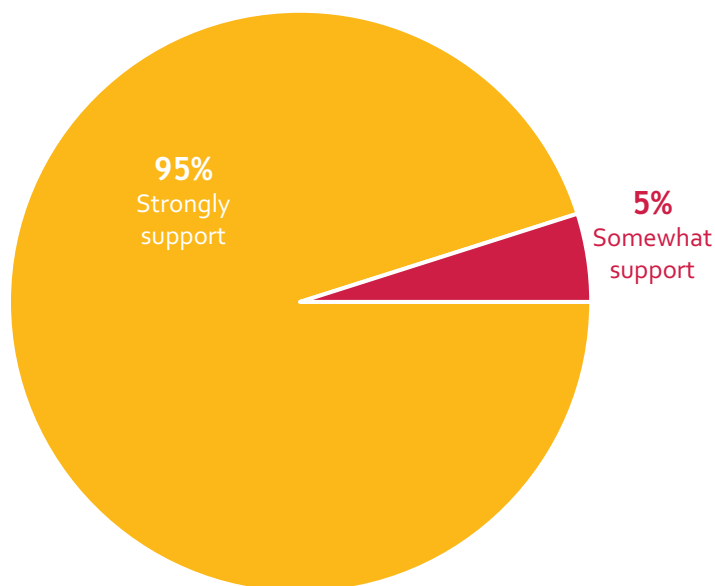


Respondents were then able to identify other spaces or amenities that their organizations would “very likely” use. Included in that list are the following (noted by more than one respondent).

- ▶ 50 metre pool
- ▶ Storage for clubs to use
- ▶ Pool deck space
- ▶ Dedicated pickleball courts
- ▶ Club house to support outdoor fields with change rooms and team meeting rooms

All respondents support the redevelopment of PRC with 95% strongly supporting the redevelopment.

## To What Extent Do You Support the Redevelopment of PRC?



Respondents were able to provide comments to accompany their support for PRC's redevelopment. Comments made by multiple respondents include the following.

- ▶ Facility redevelopment is needed to accommodate current and emerging needs (13 comments)
- ▶ The facility is old and in need of an upgrade (8)
- ▶ A redeveloped PRC will help to better serve all aspects of the community (7)
- ▶ The growth of Kelowna means redevelopment is needed (6)
- ▶ PRC can provide a location to accommodate wheelchair sports and users (2)
- ▶ The more sports facilities in the city the better (2)
- ▶ PRC is in a central location (2)

Finally, respondents were able to provide any other comments they wanted regarding PRC redevelopment project or their organization. Several respondents reiterated the needs for facility space for themselves and other users. Several respondents expressed enthusiasm for this project while some requested to be kept apprised of the project's progress. Others still offered to be more involved as planning continues. Please see Appendix C for a list of stakeholder and community group participants.

# Community Partner Engagement

In the spring of 2013, Kelowna completed an Infrastructure Planning Study that provided the City with a long-term strategic development plan to guide future investments in sport, recreation and green infrastructure. The study identified and examined opportunities to modify the City's inventory of sport and recreational infrastructure through adding, rehabilitating or re-purposing facilities. Based on a needs assessment, provision analysis and community profiling, the study recommended that the City redevelop PRC as its next major investment in sport and recreation infrastructure.

In November 2013, City staff and its consultant (The JF Group) undertook a process to examine opportunities to ensure that the new PRC would be physically and programmatically able to meet the diverse needs of Kelowna residents. This included interviews with various local and regional organizations that could potentially partner or otherwise become involved in the redeveloped Centre.

To update information pertaining to each of these potential partners' interests and potential involvement in the project, supplementary interviews were conducted as part of PRC functional space confirmation process. The renewed information is presented in the following sections.

## Tourism Kelowna

Tourism Kelowna is a not-for-profit Society that is governed by tourism industry stakeholders through an elected board of directors. The Society's purpose is to increase tourism to the City by generating travel to Kelowna. This includes contributing to increasing overnight visitors to the City, solidifying Kelowna's destination branding and the development of a diverse, robust and year-round tourism industry.

Over the past half decade, tourism to Kelowna has grown significantly. Certainly Kelowna's location, topography and natural beauty offer major advantages in attracting overnight visitation, but initiatives such as Tourism Kelowna's Major Event Strategy (MES) have tactically focused the spotlight to the City as a willing and well equipped host location for major events. According to a summary of the MES, event tourism has become increasingly important to successful event destinations. Germane to this undertaking, in 2016 Statistics Canada reported that the sport segment was the fastest growing tourism sector in the country and represented \$6.5 billion nationally.

According to Tourism Kelowna the new PRC would be a valuable asset in attracting major events. In particular, the Society foresees value of pursuing and recruiting tournaments requiring multiple courts that will be available in PRC's bank of multiple gymnasias. The gymnasias would be capable of accommodating a multitude of different types of sport tournaments such as basketball, volleyball, badminton and other sports requiring large open spaces such as gymnastics competitions.

An added advantage of attracting court sport events is that these competitions can be organized at any time of the year. This means that Tourism Kelowna could achieve an objective of attracting overnight visitors during the shoulders seasons to complement current tourism activity in the more popular tourism summer and winter months.

Over the past number of years Tourism Kelowna has strengthened its relationship with the City. Communication has been improved and collaboration with the City in an effort to attract tourism is now a matter of course. In addition to working closely with the municipality, Tourism Kelowna would continue to involve other stakeholders in the implementation of the MES - such as sport and event organizers as well as private ventures and businesses.

## Interior Health

Interior Health (IH) is one of five geographically based health authorities in British Columbia. IH is responsible to ensure quality health care is delivered to nearly ¾ million residents in the Southern Interior. IH serves an extremely large geographic area (216,000 square kilometers) including municipalities, unincorporated places and First Nations communities. There are seven regional hospital districts with in IH's jurisdiction.

Interior Health provides a wide range of integrated health-care programs and services, working with communities by combining efforts in health promotion and prevention initiatives to support the health of citizens. IH promotes the concept of individuals taking charge of their health by eating well, being active and living tobacco free.

IH is in the second year of a four-year Primary Care Plan. In doing so, it is in the initial stages of identifying and pursuing potential partners. The goal of the Plan is to help individual residents take responsibility for their own health management and transfer knowledge that informs them how to undertake lifestyle changes while supporting them in carrying out self directed therapies. Part of the Plan's implementation phase includes the development of "Hubs" that will support the delivery of programs and other supports to individuals transitioning from primary care to self-health management. The geographic areas surrounding PRC and the Rutland area have been identified as desirable Primary Care sites and IH staff had not identified physical space for the Hubs to be located.

IH staff input suggests that there are significant opportunities to utilize spaces, facilities and programming opportunities at the new PRC to advance efforts to provide people access to avenues through which they can further their own wellness. In fact, members of the Interior Health team have recent firsthand experience in developing similar initiatives in partnership with recreation departments and three community centre facilities in Alberta.

The convenience of offering health care supports in the new PRC would mean that services would be conveniently available in spaces already frequented by Kelowna residents. There is a wide range of opportunities that can be explored – from providing primary care specialists on-site, to the introduction of physical rehab programs using the aquatic and fitness centres, to providing healthy cooking courses in a teaching kitchen. Contemplating and planning these types of interventions in advance of designing the PRC would ensure that facility components are appropriately located for convenient access to clients and practitioners alike.

Based on the Alberta experience, IH staff believes that this approach to the delivery of wellness service benefits the community in several ways. There is an increase in client uptake because the services are received in a convenient and comfortable environment. Clinical outcomes are advanced because individuals take charge of their own wellness and therefore are more prone to "stick with the program". Importantly, individuals who avail themselves of services provided in community settings demonstrate significant improvements in health outcomes and other side benefits – like less reliance on drug interventions. In particular, patients suffering from diabetes, heart issues or chronic pain seem to respond very well to therapies delivered in community settings and also seem to have the longest lasting positive outcomes. In short, creating links between primary care and the non-traditional health care sector has profound and positive impacts on people with chronic health disorders.

IH may have capital funds that could be contributed to the project if a relationship was developed. Additionally, a joint venture agreement could attract a positive response from senior government funding partners. Furthermore, IH contribution to the partnership could be in the form of operational support including staffing, program development and administrative assistance.

## Kelowna Museums Society

The Central Okanagan Sports Hall of Fame (COSHOF) is overseen by and located in the Kelowna Museum Society. The COSHOF is managed and operated by a group of very capable volunteers. According to the Museums' spokesperson, the Kelowna COSHOF is seen as one of the top halls of fame in the province of British Columbia.

For some time, there have been deliberations about relocating the COSHOF to a sport or recreation facility. This is in recognition that Kelowna is a "sport and community recreation mad" city and housing the Hall in a recreation centre would help to strengthen its communication and broaden its exposure to citizens interested in the City's sport history. Given that the new PRC is likely to become a flagship facility in Kelowna with considerable user and spectator traffic, it would seem reasonable to consider the new PRC as the COSHOF's new home.

Sports artifacts and memorabilia are currently arranged and displayed in cases located in approximately 1,700 square feet of space in the Okanagan Heritage Museum. The COSHOF does not currently require storage space nor is the display staffed. On an annual basis, new plaques are added and exhibits are refreshed to keep the displays interesting and informative to new and repeat visitors. The exhibitions are intended to present the City's history of sport as well as to inspire the next generation of athletes and future athletic stars.

The COSHOF hosts an annual induction ceremony that is a very well attended and respected event. There are obvious synergies between the COSHOF's legacy standing in the community and PRC's revitalized role in the delivery of sports and recreation opportunities to Kelowna residents and visitors. As such, it would seem totally appropriate that the induction ceremony take place at the redeveloped facility.

If the COSHOF were to move to the new PRC, the displays could be located in general gathering spaces rather than in a dedicated room or otherwise demised space. This open concept type of display arrangement is often utilized for similar exhibitions in high traffic areas. In this way, individuals who are frequenting the facility for their own purposes are able to learn about the information presented by exhibit while passing by.

Kelowna's rich and successful sport history has been chronicled and is told by the Sports Hall of Fame. Relocating the Hall to the new PRC would add to the vibrancy of the revitalized facility while not increasing the need for additional functional program space.





## University of British Columbia - Okanagan Campus

The University of British Columbia – Okanagan (UBCO) Recreation and Athletics Department reports that the gymnasium and support facilities that were described in the consultant's 2013 report continue to serve UBCO's student, faculty and alumni population. More recently, a new (modest) fitness centre – The Hanger – has been added to the University's inventory of athletic infrastructure. While the addition of the fitness centre has helped to meet broader on-campus needs, a gap remains between athletic and recreation needs and the availability and capacity of the facilities to meet these needs.

Since the initial PRC space plan was developed (2013) UBCO's undergraduate student population has grown from 8,500 to 11,000 individuals. Approximately 20% additional growth in undergrad enrollment is projected over the next two decades with total enrollment reaching 18,000 individuals. To meet the escalating recreation and athletics demand that will arise from this increase, the University plans to add a field house within the next two years (by 2023). This new facility would include two basketball courts and a fitness studio to complement the University's existing athletic amenities.

Based on the Department's research, UBCO is far below recreation-space-per-student ratios that prevail in provinces such as British Columbia and Ontario. Even with the addition of the field house, the University would remain at 50% of the desirable benchmark. In response, the University is formulating plans to add a much larger recreation and athletics facility by 2040. Early concepts include the provision of traditional recreation amenities such as gyms and fitness facilities plus progressive wellness components including sports medicine and athletic therapy. Should the facility materialize as planned, the field house would be converted to an indoor turf facility which would be utilized by the varsity soccer team while also serving the needs of the broader student population.

The University believes that this new facility could help to fill a gap in recreation facility availability in northern Kelowna. As such, early concepts envision that this new facility would be utilized by both students and the general public - in a manner consistent with similar operating models at other universities across Canada. Given this potential UBCO recognizes that to meet its full potential, this new recreation and athletics facility would require the City's involvement in planning and development.

As was reported in 2013, athletic spaces accommodate examinations twice per academic year. This is problematic as it takes these important recreation amenities out of service for up to 90 days. As a result, UBCO continues to be interested in securing alternative gymnasium space for varsity team practices and other programmatic purposes during the time when the students are writing exams.

UBCO continues to be interested in using new complementary facilities at a revitalized PRC to relieve some of the programmatic pressures currently felt on campus. Additionally, the University would welcome opportunities to co-sponsor national or provincial level tournaments, high profile exhibition games or other types of events that could be hosted between the facilities owned by each bidding entity. The participation of other partners in the bidding process continues to be an option that would help strengthen the bid and expand the potential community benefits that the event could provide. The University already works with Tourism Kelowna on bids that have the potential of attracting visitors attending events.

## Pacific Sport Okanagan

As reported in 2013, Pacific Sport Okanagan (PSO) is one of five Pacific Sport Centres that are not-for-profit organizations working in collaboration with regional partners to support increased sport participation and improved sport performance throughout British Columbia. These multi-sport centres are committed to developing sport at all levels by integrating world class athletic services, coaching education and long term sport development opportunities. Pacific Sport Okanagan continues to employ four staff and remains based at the Sport Kelowna Centre at the Rutland Arena. Pacific Sport Okanagan does not currently have access to a dedicated physical activity or training space.

While Pacific Sport Okanagan maintains its mandate as was described in the previous PRC redevelopment report, over the past five years the organization has developed more of a social focus that is an extension of the 2010 Vancouver Olympics legacy. This heightened social focus includes new forms of programming, educational initiatives as well as efforts to support sport safety, inclusion and a renewed focus on indigenous populations.

PSO continues to be very interested in being considered as a potential partner in a new PRC facility. The organization believes that there are many synergies between its own vision, mission and mandate and those of the City's Active Living and Culture Division. Beyond the philosophical and programmatic alignments with the City, Pacific Sport suggests that being located within the new PRC would maximize its effectiveness in fulfilling its mandate while contributing to the overall health and wellness of Kelowna residents. For example, Pacific Sport BC Interior is located in the Tournament Capital Centre in the City of Kamloops. The proximity of its administrative offices to spaces within which it delivers programs and services results in many programmatic advantages achieved through an integrated service delivery. Other than scheduled access to the Centre's sports and recreation amenities, the organization's office space is the extent of its facility requirements. Pacific Sport Okanagan would welcome a similar relationship developed between itself and the new PRC Centre in Kelowna.

PSO suggests that further advantages could be achieved by relocating their offices to the new PRC. Being on-site could result in cost efficiencies and improved synergies in areas of common interest. For example, Pacific Sport could more easily access its sport partners that will be utilizing PRC. Being located in the same building may also create opportunities to collaborate on the provision of staff resources such as a proposed new Community Sport Development Officer. Pacific Sport is also very proficient at preparing successful grant applications to senior levels of government and other sponsoring agencies which could be a significant benefit to the City.

Pacific Sport Okanagan supports the redevelopment of PRC and believes that the facility components for the new facility would be well received by its sport partners as well as the broader community.



## Okanagan College

As was reported in 2013, Okanagan College does not have on-campus sport or recreation facilities. However, an on-campus Health and Wellness Centre including a gymnasium, classrooms and an athletic centre is part of the College's long-term facility development plan. Understandably, this new facility's development is dependent on the availability of funding support. The need for the new Centre is urgent because the College's on-campus student population is about to grow by 200 individuals. Indeed, the College's current inventory of 144 beds will be growing to approximately 350 on-campus residents. College officials foresee student's use of the redeveloped PRC facility as a bridge between the current situation and when the College's Wellness Centre is eventually developed.

Access to onsite wellness and athletic facilities would serve a number of current and future needs: support for the Kinesiology Program and contribution to other academic programs; casual use by on-campus residents and faculty members; and provide amenities to support an expanded intramural program. Furthermore, campus life would be augmented by formal and informal recreation opportunities made possible and more enjoyable by a new Health and Wellness Centre.

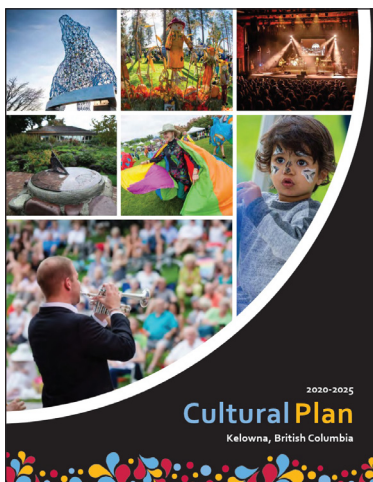
The College is committed to providing students with a quality healthy living environment that includes as many physical activity opportunities as possible. While almost 70% of the student body come from a regional market, they are aware of facilities and programs offered at other Colleges. As such officials expect that Okanagan College's ability to recruit and retain students is hindered by the lack of appropriate recreation space.

The College is committed to offering a variety of inclusive and welcoming physical activity and recreational opportunities to its students and faculty. Access to its own on-campus facility would dramatically expand the opportunities to pursue the College's programmatic objectives while promoting its philosophy that is supported by importance of holistic health. The lack of suitable, dedicated recreation space is an impediment to realizing these objectives.

Until its own facility materializes, College students would likely utilize traditional sport and recreation facilities such as the gymnasium, pool and fitness centre at the new PRC. And while students' use of the new PRC is likely until it's on campus facilities are available, it is doubtful that Okanagan College could contribute capital funds to support PRC's redevelopment.







More than 40 cultural user groups were engaged during the development of the City's 2020-2025 Cultural Plan. Top space needs identified by these groups include storage spaces, performance spaces, administration/office spaces, studio/creator spaces, and multi-purpose program spaces. PRC redevelopment is likely to address many of these space needs based on the functional program presented in the section that follows.

Recommendations from the in-development Cultural Facilities Master Plan include:

- ▶ Creating spaces for art exhibition within municipal facilities
- ▶ Including and considering the needs of cultural groups in redevelopment and construction of new facilities and outdoor spaces

These recommendations are reflected in the updated PRC space program.

## Cultural Engagement Findings

The City is finalizing the development of the concurrently developed 2020-2025 Cultural Plan (complete) and a Cultural Facilities Master Plan (ongoing, near complete). The purpose of these Plans is to better understand the needs and ambitions of cultural organizations in Kelowna, to establish a clear vision for how the City supports and fosters culture, and articulate a number of strategies and objectives to be achieved over the duration of these Plans to support the flourishing of culture in Kelowna.

An important topic of engagement with cultural organizations was to identify how facilities are currently being used in Kelowna, identify opportunities and needs for new amenities, and identify steps and strategies for meeting space and other future needs.

### Key Cultural Engagement Findings

- ▶ More than half of respondents (out of 43 total) feel that their respective facilities or spaces were in good or excellent condition.
- ▶ Around one-in-three organizations is operating in a space they feel is either somewhat or entirely over-capacity
- ▶ Under 20% of organizations report currently sharing space with other user groups. However, 96% expressed interest in co-locating with other organizations should such opportunities come available in the future.
- ▶ User groups engaged through the development of these plans identified their top five space needs:
  - » Storage spaces
  - » Performance spaces
  - » Administrative / office spaces
  - » Studio / creator spaces
  - » Program / service delivery spaces
- ▶ Groups were also engaged to provide more detail on the types or preferred design/configuration of spaces:
  - » Flexible, multi-use spaces that can be modified to accommodate a wide-range of activities and events
  - » Developing mixed-use creative hub spaces with unique programming partnerships
  - » Incorporating gallery / art creation spaces in more City amenities to showcase work and enhance sense of public value for culture
  - » Additional high-quality outdoor spaces to accommodate public performances, festivals, and other cultural activities/celebrations



# SUMMARY OF CURRENT STATE AND ENGAGEMENT

## 5

Based on the research and analysis presented in this report, there is robust support for PRC redevelopment based on the unique characteristics of Kelowna's growing population, need for additional indoor recreational space both in the City and surrounding region, the role that redevelopment may play in advancing broader strategic plans and objectives such as the draft 2040 Official Community Plan, and the enthusiastic response provided by stakeholders engaged through this process.

PRC redevelopment has been a Council priority for many years. The project has been officially identified as a priority within multiple long-term infrastructure plans and there is a detailed history outlining a deliberate and thoughtful decision-making process that has led the City to this point. The preferred option identified by staff in 2013 and 2015 remains relevant and appropriate based on a review of utilization levels, benchmarking in other communities, and trends and best practices identified within the sector more broadly. Engagement has reaffirmed significant community and user group interest in seeing PRC be redeveloped, with many groups expressing keen interest in participating in subsequent detailed design processes. Several key design considerations have been synthesized based on this report, presented in several thematic areas.

# Key Design Considerations

## General Guiding Principles

- ▶ Equity, diversity, inclusion, reconciliation, and accessibility should be embedded in every City initiative and strategy to both aid in a sustainable recovery post-COVID-19 and to further cement the recreation sector as being essential to the health and well-being of all residents, including vulnerable and at risk communities. Spaces should be designed to be welcoming, safe, and inviting to residents and visitors of all backgrounds and abilities.
- ▶ Innovation and inventiveness should permeate planning, design, policymaking, and eventual operation of the redeveloped PRC. New opportunities for collaboration should be embraced and user groups/stakeholders should be engaged as potential partners.
- ▶ The impacts of the COVID-19 pandemic will be felt well into the future. Changes in facility design and operations will be required to ensure user expectations and public safety standards are met. Facility elements such as HVAC, air filtration, surface treatments, and circulation space design should be closely examined during detailed planning.
- ▶ Flexibility and adaptability of spaces is important. Many indoor recreation facilities became vaccination centres during the pandemic and often function as key operations infrastructure during emergencies. Spaces should be designed to be flexible to accommodate multiple user groups, provide areas for formal and informal gathering, and scalable to support physical literacy development.
- ▶ Creating great public spaces, providing opportunities for all, working towards reconciliation, building healthy neighbourhoods, achieving equitable outcomes, and creating vibrant urban centres are all policy focus areas for the City of Kelowna. From Imagine Kelowna through to the Draft 2040 OCP, the City has articulated an ambitious vision for the future. PRC redevelopment can positively contribute to achieving broader City development goals.
- ▶ The City of Kelowna and the broader Central Okanagan has and is likely to experience significant population growth. In terms of footprint and amenity sizing, existing demand levels are likely to be met via the 2013 Functional Space Program. Future demand may exceed proposed PRC capacities, but it is likely that the City will also be looking at other recreation development opportunities both within Kelowna and in the region.

## Aquatics

- ▶ User expectations are increasing for resort-type finishes to be integrated into leisure pools such as water slides, lazy rivers, play equipment, rope swings, climbing walls and surf machines.
- ▶ Wellness and aquatic therapy users are the fastest growing user segment for aquatic facilities. Design elements related to accessibility such as zero-entry access, railings, steps, benches, ramps and barrier free change rooms are important features for these users.
- ▶ Growing demand for spontaneous recreation participation challenges the tendency within some aquatic facilities to have structured programming (e.g. lane swim, family swim, etc.). Multi-use pools that blend leisure and formal swim areas are becoming more common.
- ▶ Competition focused participants have higher expectations for facilities, including wanting to see warm up pools, scoreboards, advanced timing systems and spectator areas.

## Gymnasiums and Fitness Spaces

- ▶ Newer facilities are embracing multipurpose gymnasium design to accommodate various activities, including partition walls, and adaptable or multi-purpose equipment and surface treatments.
- ▶ Hard courts are being utilized for a greater variety of activity including basketball, volleyball, tennis, pickleball, skateboarding and in-line hockey. Courts are being marked for multiple users including pickleball, basketball and in-line hockey.
- ▶ Courts are increasingly being utilized for marketing purposes, including placement of logo and other branding on the court surface and the gymnasium area.
- ▶ Energy efficient lighting is being installed to reduce operating costs and improve visibility.
- ▶ Equipment storage spaces are being integrated into facility design to support user groups that may need space to keep equipment when not in use.
- ▶ Walking and walking clubs are becoming more popular as walking is highly accessible for all ages and fitness levels and is low cost. Indoor walking tracks are often integrated into new facilities to support year-round activity.

## Social Areas and Other Design Considerations

- ▶ Facilities are increasingly utilizing atrium or lobby space for formal and informal gathering areas, designing such areas to be well-lit, have good access to natural light, and easy to supervise.
- ▶ Youth, senior, and children areas are being integrated into facilities to ensure that multiple users have dedicated spaces to feel comfortable within; for example, indoor play areas or childminding areas, and youth areas with board games, video games, and other activities.
- ▶ Multi-purpose spaces are being designed to be adaptable and flexible to meet a wide range of user needs, from fitness classes to adult learning and education opportunities.
- ▶ Concession areas are often found in modern facilities, providing ample seating opportunities for users to eat and socialize.
- ▶ Stacked facility configurations are becoming more common in cities due to a constraint on land availability/cost.
- ▶ Facility phasing is also becoming more common, with core program areas such as aquatics and gymnasium spaces being developed with an eye towards future expansion or addition of other amenities over time, such as indoor ice arenas and fieldhouses.
- ▶ Green building technologies such as photovoltaic panels, solar hot water systems, green roofs, rainwater storage, geothermal heat exchangers, heat pumps, smart sensors and automated lighting are increasingly being utilized in facility design.

## Engagement Considerations

- ▶ Stakeholders articulated the importance of PRC for program delivery, with most expressing an increased demand for space and time in the future.
- ▶ Some sense of aquatics functional space program as being insufficient to accommodate competition-level programming, with several groups mentioning that dive amenities should be added and that a warm-up tank is needed that could be shared with a dive tank.
- ▶ Stakeholders across user groups expressed that facility design should also anticipate future demands associated with a growing city, with preference to oversize now rather than be undersized later. Existing demand for many proposed spaces may already exceed dimensions proposed.
- ▶ Most stakeholders identified a need for more storage space to accommodate activities and programming.
- ▶ Accessibility is a priority and concern of many stakeholders, with hallways, fitness areas, washrooms, and aquatics amenities specifically identified as needing careful attention in design or a scaling up of the facility footprint to ensure accessibility.
- ▶ Most community groups surveyed indicate that they anticipate needing both more facility hours and physical space in the future. Nearly all (95%) expressed strong support for PRC redevelopment.
- ▶ Redevelopment principles should include a focus on the multi-sectoral interests in the new PRC made possible by the involvement and/or participation of the health, education, tourism and cultural sectors.
- ▶ Multi-sectoral partners' participation in the project would elevate the vibrancy of the facility while increasing the programmatic opportunities available to users.
- ▶ Partners' facility needs would be largely administrative (office space) as most of their service needs would be accommodated in the facility components already planned in the functional space program.
- ▶ Including partners in the project could elevate the importance of large, multi-use common areas such as generous congregation areas, food courts, etc.
- ▶ Kelowna residents surveyed on PRC redevelopment strongly support the project and voiced support for a tax increase of up to \$100 for the next 25 years.
- ▶ PRC redevelopment will help to advance the goals and objectives identified in the City's 2020-2025 Cultural Plan in terms of providing new amenities and spaces that can be utilized by these groups.

# 6

## PRC FUNCTIONAL PROGRAM UPDATE

### Envisioning the Future of the New PRC

The new PRC will become a jewel for regional sports while remaining a community recreation hub located in the heart Kelowna. The components contained within the redeveloped facility will preserve PRC's tradition of offering a warm, welcoming and safe environment within which all types of recreation, sport and cultural patrons will be encouraged to engage in casual, organized and - above all - fun and rewarding physical, social and leisure activities.

PRC will employ a neighbourhood engagement service model through which the local community will be intimately involved in shaping the nature and profile of the Centre's programming. The new PRC will be differentiated from other recreation centres in Kelowna because it will offer a wide range of patron relationship structures. People will be able to register for a program, become a member of the fitness/wellness centre, join a club or sports team or simply drop in to shoot hoops – in other words promoting the true sense of a community serving facility that caters to as many constituent needs as possible. Indeed, rather than a facility with a primary focus on one or two key priorities areas, PRC will be the embodiment of a holistically conceived, dramatically designed and creatively operated Centre with a view to becoming the "centre of the community". It will offer a diversity of facilities, services and programs that are accessible and available to a broad range of Kelowna residents, with a particular sensitivity to the local community.



Individuals, community groups, sports and culture organizations and institutional partners will have roles to play in helping the new PRC become a focal point of in the City while serving the recreation, leisure, cultural and sport interests of Kelowna.

This can be achieved through:

- ▶ Incorporating design features that facilitate both structured and passive activities
- ▶ Developing a program inventory catering to the needs and participation preferences of the City's broader community
- ▶ Emphasizing PRC's ability to simultaneously meet the needs of multiple users as individuals, families, organized groups or casual participants;
- ▶ Providing an integrated program delivery model in partnership with other public, not-for-profit and private service providers with an emphasis on cross-sectoral cooperation
- ▶ Becoming the home facility for leagues and re-occurring programs
- ▶ Capitalizing on sport hosting opportunities for local, regional, provincial and national level events
- ▶ Promoting healthy community concepts including outreach programs and initiatives that will be conceived through interaction with partners and stakeholders

By maximizing the potential of its working relationships with partner organizations and allied institutions, the Centre could facilitate innovative program developments, the ramifications and benefits of which could extend throughout Kelowna.

By using the PRC facilities, partners and resources as a stimulus for innovation while applying collective and creative thinking to programs and service design and delivery – the opportunities are limitless.

For example, small but important pool design considerations could be a catalyst to help Interior Health create an integrated water-based therapy and rehabilitation program as part of its post clinical community transition strategy. Okanagan College fitness and personal training students could become intern instructors/trainers in the new PRC fitness/wellness centre possibly gaining program credits from the College while helping the City keep program labour costs in check.

PRC's complement of new training and support facilities and services including the large gymnasium could be a significant factor in landing major events co-hosted by the City, UBCO, Pacific Sport and Tourism Kelowna. There may even be opportunities to persuade high-profile teams or leagues to call PRC their permanent home-base. And, just imagine the positive community impact of a healthy cooking course designed in cooperation with Interior Health; focusing on the use of low cost, locally grown produce; co-taught by Okanagan College students and faculty in PRC's teaching kitchen; offered free of charge to the heads of households of Kelowna's vulnerable families; and available in person or virtually.

## Key Priorities

To fulfill its potential, it is anticipated that the re-developed PRC will serve the sports, recreation, culture and physical activity needs of local and regional markets which will require the addition of facility elements and spaces not currently available in the existing structure. Additionally, to ensure as many as potential uses can be accommodated, elements and features must be consistent with the prevailing sport specifications in terms of playing surface dimensions, ceiling heights and current best practices and standards for support amenities. This will ensure that the new PRC is able to offer the most appropriate program spaces to attract the interest and patronage of casual users, program registrants, partner sports organizations, community based rental groups and special event organizers. Additionally, space adjacencies, horizontal and vertical circulation and the layout of program areas should contemplate a multiplicity of use types which will require that the design maximizes flexibility. As mentioned earlier, the design must also take into account the physical and mechanical requirements necessary to ensure that the new PRC is pandemic resistant and capable of accommodating the distancing and patron circulation requirements that will be lasting holdovers once the current COVID crisis is behind us. While these design and space imperatives will expand the size of the facility beyond the existing PRC building footprint, the programmability and operational viability of the new Centre will be optimized.

The following guiding principles were employed to frame the updated PRC functional space program plan:

- ▶ Enhance the health and wellness, athletic, social and cultural experiences of individual and groups that patronize PRC by creating spaces that maximize natural light, that support the logistical organization of program areas and that promote easy flow and movement throughout PRC.
- ▶ Optimize functional adjacencies by clustering related program and functional units to maximize convenience for facility users and staff.
- ▶ Design common spaces - like a food court, walkways and general gathering spaces such as vestibules - to welcome social interface and encourage interactions between individuals or groups.
- ▶ Ensure that space allocations are equitable and efficient, reflective of acceptable space standards for sport and recreation facility components while remaining responsive to the program and service types that are necessary to meet the needs of users from local and regional markets.
- ▶ Define a project with highly functional yet flexible spaces to create a facility that is adaptable to a wide variety of uses and adjustable to the manner in which the PRC is managed and operated.
- ▶ Take advantage of the existing and emerging architectural and mechanical design standards that will ensure that the new PRC is pandemic resistant.

One of the key drivers that will greatly influence the design of the new facility is the concept of “form follows function”. This means that the City will determine the manner in which each of the facility’s elements will be utilized and will ensure that the design of the components are consistent with the requirements uses intended.

Similarly, a first principle governing design should be that the specifications of each element will be consistent its primary use that will be augmented to accommodate secondary uses only if space and capital budgets allow for the enhancements.

For example, gymnasiums are most frequently utilized for recreational activities but occasionally host tournaments. Following the first design principle, gymnasiums should always be designed to adequately accommodate recreation activities and if logistically and financially possible, could be enlarged and enhanced to allow for major events. However, the addition of spectator seating and other amenities required for tournaments should not detract from the recreational functionality of the space.

## Design Considerations

Consultations that were undertaken as part of the 2015 Feasibility Study included potential facility users and staff workshops that focused on visioning the future of a redeveloped PRC. Input received during the sessions remains relevant to current discussion of the future for PRC.

### Visioning Concepts and Differentiating Factors

- ▶ Welcoming
- ▶ Family oriented
- ▶ Distinctive
- ▶ Social gathering place
- ▶ Multifaceted facilities
- ▶ Warming and inclusive
- ▶ Vibrant
- ▶ Wide variety
- ▶ Integrate outdoors
- ▶ Simultaneous multi-use
- ▶ Accessible
- ▶ Alive and fun
- ▶ Wellness focused
- ▶ Integrated spaces
- ▶ Promotes active living
- ▶ Comfortable and safe
- ▶ Bright and airy
- ▶ Destination
- ▶ Place for networking
- ▶ Affordable

### Physical and Operational Advantages to be Maintained


- ▶ Central location is paramount to PRC's appeal
- ▶ PRC is a destination and a hub of activity
- ▶ Proximity of administration space to program areas
- ▶ Proximity to outdoor sports fields
- ▶ Benefits of proximity to sport courts
- ▶ Maximize opportunities for cross-programming
- ▶ Enhanced fitness space and program friendly design

### Additional Features or Considerations for Improved Service

- ▶ Streamlined facility design to facilitate use
- ▶ Larger, more versatile spaces to augment programming
- ▶ Appropriately sized facility components (i.e. gym)
- ▶ Augment accessibility, for people, cars, buses
- ▶ Add washrooms accessible from sports fields
- ▶ Aquatic re-design can differentiate PRC from other pools
- ▶ Gymnasium configuration should facilitate multi-use
- ▶ Consider walking/running track
- ▶ Multi-program and instructional spaces, e.g. teaching kitchen or computer labs







Economic benefits from event hosting are also achieved by attracting visitors – such as players, coaches, trainers, family and other spectators - to Kelowna, which can provide positive economic spin-offs to local businesses.

## Program Components

The facilities and support spaces that are recommended for this updated functional space program have been grouped into segmented components. The following information provides an overview of the rationale for including the suggested elements as well as a general description of the factors that will influence their sizes, layouts and specifications. The specific and individual details of each component will be determined in the detailed design phase of the facility's development.

### Athletic Program Spaces - Gymnasia

Sport and recreation participation trends suggest that multi-purpose program spaces that can be utilized for a variety of purposes maximize facility use. Stakeholder input supports this notion and indicates the need for versatile spaces that can be programmed to satisfy the athletic and recreation requirements of numerous segments of Kelowna's population. The community value of a facility feature would increase if it is designed to accommodate additional types of uses such as large general gatherings, tournaments, special events that promote sport tourism. Additionally, spaces that meet the needs of partner organizations interested in promoting athletic training, educational programs or special interest initiatives will increase the capture rate of the facility by broadening its market draw and expanding its reach into the local and regional communities.

In keeping with current trends and projected community requirements, the proposed updated functional space program includes a block of three gymnasia suitably designed for recreational and competitive court sport uses such as basketball, volleyball, badminton, etc. The recommended triple gym configuration with up-to-date design features represents a major upgrade to PRC's current offering – which is undersized and not capable of adequately accommodating many competitive sports. In contrast, the recommended triple gym complex would offer significant recreational and competitive opportunities that cater to the needs of a host of sport groups either independently or simultaneously. This quantity of gymnasia is also a reasonable platform from which to launch a sport hosting initiative.



The prospect of bidding for large events becomes even more attractive if partners such as UBCO, Okanagan College and Tourism Kelowna become involved in the investigation, planning and delivery of these initiatives. Indeed, the triple gym element of the facility is directly in keeping with Tourism Kelowna's Major Event Strategy that tactically frames the City as a willing and well equipped host location for major events.

Single or multiple-day events would be capable of providing a number of community benefits:

- ▶ Building capacity within the organizations involved in the event;
- ▶ In the case of tournaments, increasing the community profile of the sport; and,
- ▶ Improved public awareness about sport/recreation opportunities available in Kelowna.

To promote program versatility and operational flexibility, we recommend that a "premium level, University quality competition court" be included in the gymnasium complex. This showcase facility should be physically separated from two recreation courts so that competitive uses would not negatively impact the day-to-day recreation programs offered on adjacent courts – thereby protecting the interests of community organizations and individual patrons. A retractable and sound proof wall system would provide this separation.

In its regular-day configuration, the competition court would be used as two recreation courts running perpendicularly to the main court. In its competition mode such as for championship games or tournaments, bleachers would roll out from wall mounts to provide between 500 and 1,000 spectator seating. Depending on the availability of space and the project's budget, the recreation courts could also provide a full competition environment (albeit without the seating) although most frequently they would be utilized in a recreational configuration. Gymnasium spaces can also be used for multi-generational recreation programming such as pickleball (all age groups), ball hockey (youth), indoor soccer (youth and adults), dodge ball (children and youth), bocce and mat bowling (older adults), etc.

## Athletic Program Spaces - Fitness Centre

Kelowna's Infrastructure Study stated, "the vision statement for recreation, parks and cultural services commits to ensuring that Kelowna is a place where people pursue active, creative and healthy lifestyles. The delivery of fitness services is entirely consistent with this vision. It is therefore reasonable that the City should maintain its role of ensuring that residents have access to appropriate fitness, wellness and related services".

In accordance with this direction, the new PRC's functional space program includes a generous fitness/wellness centre, allowing for expansion of the current fitness services including the delivery of new types of programs and service enhancements. For example, group exercise classes would be offered in studios that are equipped with industry standard finishes such as sprung hardwood flooring, mirrors, portable sound system, acoustical treatments, etc. Group exercise studios would also be outfitted with appropriate storage areas for exercise balls, mats, hand weights, bands and other gear utilized in various types of classes that will be programmed within the space. Preferably, studios will be at least partially visible from common areas so that the sense of movement and activity is able to permeate general gathering spaces.

The delivery of cardiovascular conditioning, strength training and specialized activity classes such as Yoga and Pilates in formal fitness setting is increasingly popular in public sector community centres. In part, this is because of the accessibility of other sport training and complementary facilities under the same roof which offers work-out synergies and cross-training opportunities that are extremely attractive to individuals interested in improving or maintaining their personal fitness levels. Furthermore, full-service fitness centres are often net revenue producers meaning that they are capable of providing budget support for facilities or programs that typically require annual financial support. However, for these positive results to be fully realized, it is important to provide sufficient floor space so that the fitness centre can operate in a manner consistent with the industry standards – which has been factored into the component sizes and overall space footprint suggested for the fitness centre.

## Athletic Program Spaces - Support Areas

The athletic program space would also include support areas that offer ample storage for the variety of equipment necessary for the various types of sports and physical activities in the gymnasium and fitness spaces. Additionally, the athletic support space should include a number of change rooms, team rooms and locker room areas that can be used by facility patrons during times of regular programming. However, these areas could be designated for coaches, referees and officials when the facility hosts tournaments or other special events. Finally, depending on the operating model and fee structure, support amenities might also include a separate adult change area for fitness users who elect to purchase premium level services.

## Aquatic Program Spaces

Continuing to offer aquatic opportunities at PRC would respond to several of Kelowna's Infrastructure Study's guiding principles:

- ▶ Facility distribution should respect and serve the four natural districts in Kelowna;
- ▶ Facilities should be clustered to maximize operational efficiencies; and,
- ▶ Facilities should be developed to ensure physical and financial accessibility.

The functional space program recognizes that the new PRC pool should be differentiated from other aquatic opportunities to Kelowna residents. Furthermore, the new aquatic centre should be designed to ensure it is capable of meeting a variety of aquatic program and use requirements including instruction, recreational swimming, laps and fitness training, group rentals, and potentially competitive events. Therefore, it is preferable that the aquatic facility be a blend of freeform and rectangular configurations in separate tanks with regulation 2.5m lane widths and ample deck space. Both the pool and its support amenities should be family friendly and appropriately sized to accommodate the needs of the various individuals and group users.

To ensure that PRC aquatic elements are planned appropriately, the detailed design phase should include consultations with the aquatic and general program staff as well as potential users. In other similar projects, this has resulted in very creative pool configurations and features that allow for a variety of uses and program types. For example, movable pool floors increase the versatility and ability of the tank to accept programs requiring different water depths which means that lap swimming (deep water), aqua-bike training, aqua-fit classes (moderate depth) or youth instructional and play programs (shallow water) can

be programmed in the same pool area at different times of the day. Underwater speakers are a prerequisite for a quality synchronized swimming program but are also a welcomed service improvement and "enjoyment elevator" for general users and lap swimmers.

As mentioned earlier, the aquatic facility could also facilitate the expansion of Interior Health's rehabilitation program to accommodate a service delivery model that is able to accept greater numbers of therapy patients and a wider variety of rehab modalities. This could range from a tank designed to offer warm water, equipment required to enable limited mobility individuals to gain access to the water, and zero depth entry points (or beach entry) to accept aqua-wheelchairs.

On a cautionary note, the aquatic facility should in no way compete with the market profile of either the H2O Centre or the Kelowna Family Y aquatic centre. In the consultants' view, PRC pool spaces should be a combination of family fitness, fun and instruction with features that appeal to pool renters (competitive swim, canoe, kayak, scuba and syncro clubs, etc.) or users requiring therapy services. The research and consultations that should be undertaken as part of the detailed design deliberations should focus on creating a unique niche for the PRC pool to avoid confusing the marketplace with an aquatic centre that is similar in character to another pool in Kelowna's facility inventory

The aquatic space should also include adequate storage for aquatic program supplies and equipment. Furthermore, change rooms would be located immediately adjacent to the aquatic hall providing direct access to the pool deck. Change areas should include the most up-to-date design standards that are sensitive to:

- ▶ The needs of individuals and families
- ▶ Inclusion and gender identity requirements
- ▶ Safety and security
- ▶ Sanitation/disinfection requirements recommended by public health experts

## General Program Spaces

The recommended facility components and design concept for the new PRC will truly establish the Centre as the community hub. Residents will utilize the Centre for the host of reasons far beyond sport, recreation and physical activity. Consequently, general non-athletic program space will be instrumental in allowing the new PRC to fulfill its service potential as a place in which the community will come together for group activities, cultural events and social gatherings, public information and a range of other community services delivered by the City or other community members or partner organizations. It also allows for PRC to continue being a critical hub for essential daily services such as licensed preschool and programming for people with diverse abilities. Organized program and gathering space in demised rooms or open concept common areas can be used to truly animate PRC so that it becomes a vibrant and exciting place to be.

These programming and common areas are also spaces where a number of different types of users will congregate. Modern designs include food court concepts there have replaced the more traditional community centre snack bars. Programmable areas will accommodate organized activities delivered by City staff as well as room rentals by community organizations for meetings and activities delivered by user groups.

There may also be rooms that are more specific in their design and appointments. For example, a classroom facility adjacent to an open kitchen would provide an excellent teaching facility for healthy cooking classes and other types of culinary workshops. In other similar examples, the kitchen area is quite contained while the adjacent observation and demonstration area is open concept and generously sized to accommodate groups of up to 25 individuals. Creative design could ensure that the general teaching area was next to other program rooms so that the space can be allocated to different uses as the need arises.

Other program rooms may be designed to accommodate permanent equipment that is required for popular specialty programs – such as kilns or apparatus that are used for craft making or other cultural activities. The need for these type of programs should be explored in advance of the detailed design phase of the project.

In the spirit of maintaining PRC's position as Kelowna's premier family-oriented community centre, the program space would also include a kids fun zone that would be a bright, airy and appropriately equipped space that is separated from the public space to mitigate noise migration but is visible through glazed partitions to facilitate parent/child interaction and staff supervision.

General program spaces should be designed to maximize use flexibility and to the extent possible provide both common and designated storage areas for program specific equipment and supplies as well as materials used by renters on a re-occurring basis.

Some of the general program rooms can be permanently demised while other larger spaces can be sub-divided into smaller rooms through the use of portable walls or screened dividers. Again, program flexibility and use versatility should be important drivers during the concept design process of these areas.

General customer service areas will also include specific design features such as food and beverage (potentially delivered via a fixed retail outlet or through several kiosks), a tuck shop retail outlet, day use storage areas, study stations and other elements that will emerge through the conceptual design process.

### Customer Services Spaces

PRC entry vestibule, reception desk and other public spaces are another opportunity to differentiate the new PRC from the other sport and recreation facilities in the City's current inventory. Employing inclusive design features, these important areas will provide patrons with a sense of community and a connection to the Centre while offering comfortable and pleasurable experiences during facility visits. Design elements should provide for spaces where patrons are able to enjoy individual quiet time while other areas will encourage interactions between groups of facility visitors. Space adjacencies between general service areas and administration or control areas will be important design considerations – proper adjacencies create unobstructed sightlines that are beneficial in containing payroll costs associated with facility supervision.

The general gathering areas can also be equipped with interesting displays and interactive features that truly animate the Centre. These design elements should be intentional so that patrons are creatively directed to points of interest. For example, the lobby area would be a wonderful location for the Central Okanagan Sports Hall of Fame. Artifacts and sports memorabilia could be displayed in cases and wall mounts in the general gathering area – preferably in sight of staffed areas for security purposes. Patrons could be offered self-guided walking tours through the exhibit areas using technology to provide a narrative description of the relevance and importance of the various displays.

Over the past decade, the public's regard for the need for well-designed social gathering spaces has dramatically increased. This is seen not only to municipal community centres and other public buildings but also retail spaces such as indoor malls that are now equipped with groups of comfortable chairs to encourage family and friends to congregate in what was formerly an access corridor. Making general areas more welcoming and comforting enhances the users' experiences, builds stronger community connections and produces results that are directly aligned with the purpose and *raison d'être* of a public community centre. Consequently, a realignment of the space allocation between community service, general program and administration spaces is recommended.

### Administration Spaces

Administration areas will be developed in accordance with the staffing model and operating approach the City chooses to employ at the re-developed PRC. Administration areas would include designated offices, common work areas and support amenity space such as supply storage, copying rooms, etc. For the purposes of this preliminary space program, we have assumed that the administrative requirements of the new facility will be reasonably similar to the existing PRC operation. While, the mix of offices, work stations and open administration space will be determined during the detailed design phase of this project, we have assumed that the new facility will offer a similar blend of administrative space as is the current norm at PRC. We have also assumed that the Department will maintain fully operational satellite offices in the Cultural District, Rutland, Mission and Glenmore to continue with the decentralized service delivery model that has been successfully implemented in the past.

### Building Operations and Support Spaces

These areas will include the operations staff offices, mechanical and electrical spaces, shipping and receiving, storage of consumable supplies, garbage and recycling centre, etc.



# Updated Functional Program

Based on the foregoing commentary and in view of recommendation for greater emphasis on the general gathering spaces the updated functional space program is presented in the following table:

**Table 6: Existing and Updated PRC Square Footages**

Component	Existing Area Size	Proposed Square Feet	Difference	Description
Athletic Program	10,064	48,713	38,649	One competition gym and two recreation gyms
Aquatic Program	13,469	16,200	2,731	8 lane, 25m pool and leisure, wellness/therapy pool
Athletic/Aquatic Support	5,682	8,500	2,818	Change rooms, washrooms, equipment storage
Customer Service/Admin/General Program	15,226	21,495	6,269	Entry, reception, public gathering areas Staff offices and administration areas Community rooms, general program areas
Building Operations	1,071	1,450	379	Operations, mechanical and electrical areas
<b>SUB-TOTAL</b>	<b>45,512</b>	<b>96,358</b>	<b>50,846</b>	
Gross Up Space	6,359	40,290	33,931	
<b>Total</b>	<b>51,871</b>	<b>136,648</b>	<b>84,776</b>	

*Note: This square footage estimate includes a gross up factor that is consistent with each element's characteristics and probable use profile, calculated as a percentage (which may result in some addition discrepancies due to rounding).*

The functional space program outlined in the table above is based on a technical analysis of space needs within Kelowna. The intention of the program is to maximize facility versatility and operational flexibility. The allocation of the total space to general programming, customer service and administration will be finalized during the detailed design phase of the project.

# 7

## BUSINESS CASE

### Overview

The redevelopment of PRC presents an exciting opportunity to revitalize a treasured municipal asset while improving the value of the facility to the community. The conceptual planning for this new facility has taken into account modern trends in sports and recreation facility provision, the future demographic profile of the City, current and future sport and recreation program trends and needs, and creative methods of integrating sport, recreation and cultural programming under one roof. In summary, the new PRC will be:

- ▶ Focused on community while serving the region
- ▶ Intentional about neighbourhood engagement
- ▶ Dedicated to serve individuals, groups and partners
- ▶ Differentiated by its diversification
- ▶ Making the most of facilities as a catalyst to broad benefits
- ▶ Focused on engaging partners that will augment the PRC's vibrancy

### The new PRC program elements include:

- ▶ Athletic components
  - » Gymnasia centre
  - » Fitness/wellness centre
- ▶ Aquatic centre
- ▶ Community program space
- ▶ Customer service and amenity space
- ▶ Administration space
- ▶ Operational support space

## The operational implications of these program elements are:

- ▶ A triple gym complex that is unique in the region;
- ▶ Expanded fitness areas that allow for revitalized fitness operation;
- ▶ A larger pool with increased program options;
- ▶ A walking track that is multi-generational;
- ▶ A host of facilities and amenities for the entire family;
- ▶ Common gathering areas to promote interactions; and
- ▶ Flexible open spaces throughout the facility.

## Business Case Assumptions

Working with staff, the consultants developed a variety of business plan assumptions in order to project high level estimates of the possible revenue and cost structures associated with the new facility. The assumptions are based on Kelowna's customary recreation facility operating profile as well as trends from the sport, recreation and fitness industry in facility areas that will represent new program opportunities to the City. At this point in the facility's development process it would be misleading to provide precise estimates for revenue and cost performance for the new building. The projections are therefore presented in ranges of 5% +/- of the likely financial performance.

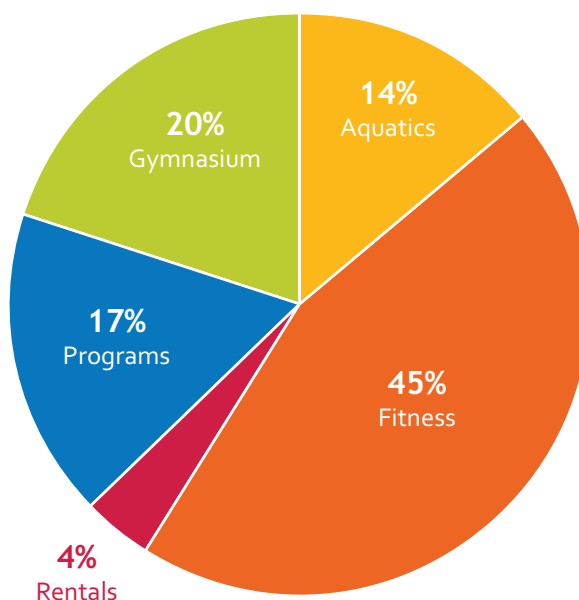
Compared to the existing operating performance, the revenue and cost assumptions are as follows.

## Revenue

- ▶ The gymnasium complex provides entirely new opportunities for expanded City run programs and facility rentals – both of which are projected to provide positive net revenue.
- ▶ The larger aquatic facility will provide opportunities to incrementally improve revenue without corresponding increases in operating costs.
- ▶ The new fitness centre will provide the municipality with an opportunity to operate a more robust and fulsome fitness centre with new abilities to generate membership and personal training revenue.

In view of the existing revenue production, modified to include the foregoing assumptions, the new PRC is expected to generate between \$2.6 M and \$2.9 M annually. The proportion of revenue generated by each of the functional areas is depicted in the following figure.

Proportion of Estimated Revenue Production

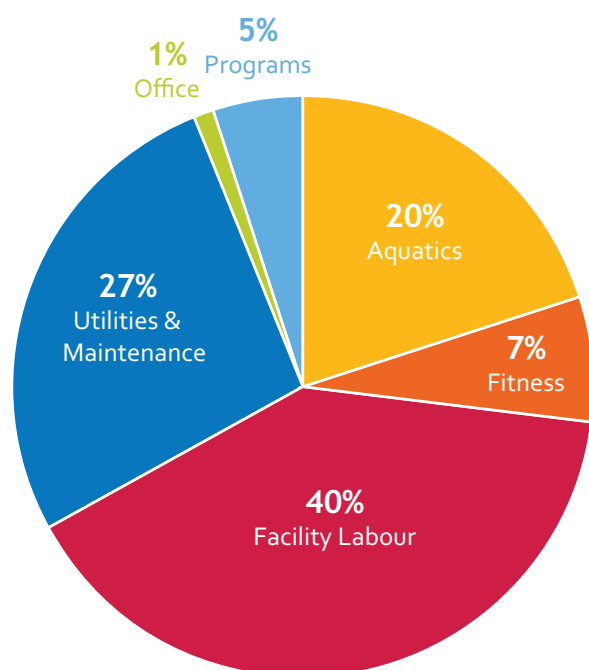


## Costs

- ▶ The programmable areas in the new PRC are projected to be 112% larger than the existing facility. The complexity of operating this facility will require adjustments to the existing staff model which will increase labour costs both due to the requirement of additional management and supervisory positions as well as more labour costs to deal with the larger building footprint.
- ▶ The larger building will result in maintenance and utility cost increases proportionate to larger floor area.

Based on the current cost structure to operate PRC and taking into account the assumptions associated with operating a larger building, the operating cost for the new PRC is expected to be between \$4.3 M to \$4.8 M. The proportion of cost to operate in each areas expense is depicted in the following figure.

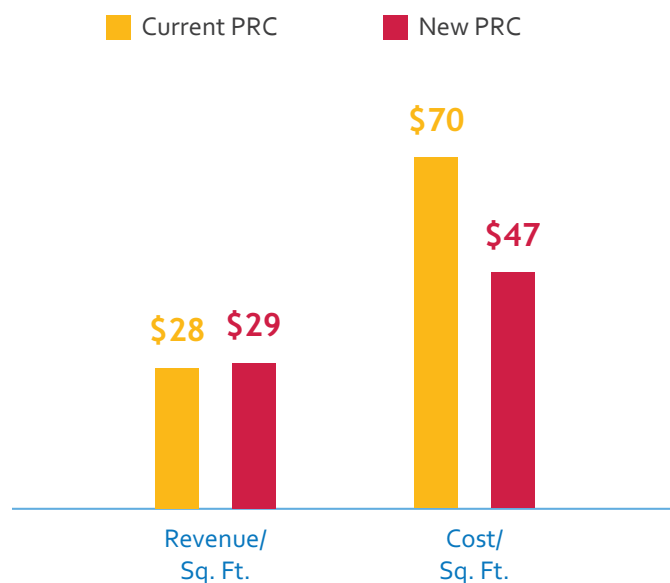
### Proportion of Estimated Operating Cost



## Net Performance

On an annual basis, the current PRC requires annual financial support of approximately \$1.9 M. Based on the combination of forgoing revenue and cost assumptions, it is anticipated that the new PRC will require slightly less annual support. This is primarily linked to the new facility's ability to generate additional forms of revenue without offsetting operating costs. Indeed, the assumptions suggest that the new PRC will be able to generate more than two times the annual revenue compared to the existing facility's annual performance. On the other hand, the annual operating cost of the new facility is expected to be approximately 43% greater than PRC's current cost structure. Therefore the delta between the revenue and cost performances of the two facilities is expected to be much narrower in the case of the new PRC. This differential is clearly illustrated in the following figure.

### Revenue and Cost per Sq. Ft. Comparison of Functional Spaces





# CONCLUSION

## 8

The PRC has been providing valuable recreation and culture experiences in the Kelowna area for decades; the facility provides residents and visitors a chance to be active and connect with each other and demonstrates the City's commitment to health and wellbeing through its ownership, operations and ongoing investment in the facility and the programs it offers.

Demonstrating the City of Kelowna's long-term commitment to PRC and its users, plans to expand and enhance the facility and its offering began in 2011. This planning was reviewed in 2013 and 2015 and is now being looked at one last time in preparation for the City to make a major investment into the facility and site. Over the course of 2021, past planning was revisited and enriched with current data and information related to recreation facilities in the City and beyond, with a focus on evolving community demographics, trends and the impacts of major societal changes related to diversity and inclusion, climate change, public health and pandemic related considerations.

Upon review of the current market context in the City, the program elements and attributes of the initial 2013 PRC redevelopment program were confirmed. In many cases the needs and demands driving the 2013 program have become more intense and the justification for a major reinvestment in PRC has been strengthened.

This heightened level of demand for a revitalized PRC were highlighted in a recent public survey conducted by the City, identifying that:

- ▶ Around 80% of respondents support PRC redevelopment (out of 300, a statistically-representative sample)
- ▶ More than 90% of respondents agree that a redeveloped PRC is important for providing inclusive opportunities that appeal to a diverse
- ▶ Four in five respondents support a property tax increase to support PRC redevelopment, with around two-thirds (62%) supporting an increase of around \$100 for the next 25 years.

Public sentiment and support for a redeveloped PRC was compounded by discussions with current and potential user groups of the facility; overall community support is clear, even if capital investment requires modest levels of property tax increases.

- ▶ Public appreciation of and demand for recreational opportunities has become much more pronounced during the COVID-19 pandemic. More and more individuals and communities are appreciating the value that recreation, culture, parks and leisure has had on physical and mental health over this trying time
- ▶ Kelowna has experienced and will continue to experience strong population growth. In combination with a new appreciation for recreation services, population growth, too, will create additional pressure on the City's recreation system and its indoor facilities
- ▶ PRC amenities can no longer accommodate the types of activities and events that users and visitors wish to participate in, including major events and tournaments.
- ▶ Existing indoor City facilities, such as the H2O Adventure Centre and the Kelowna Family Y, are at or nearing capacity, with minimal capacity locally or regionally to accommodate projected future demand
- ▶ Ninety-five percent (95%) of user groups surveyed through this research strongly support PRC redevelopment.
- ▶ Around four in five user groups anticipate needing both more hours in existing spaces and more space overall
- ▶ Community partner interest in PRC redevelopment is high, with strong potential for a wide range of collaborations
- ▶ PRC redevelopment is also an opportunity for the City to advance its Cultural Plan and address needs identified by cultural groups for more multi-purpose program spaces and storage spaces

Opportunities to consider inclusion, climate change and public health in facility design and operations have never been greater and will prove to ensure that reinvestment in PRC is not only warranted, but can evoke positive change throughout the public recreation system in the City. Municipalities like Kelowna have never been more informed and empowered to do better with their investment in new facilities than they are today.

The purpose of this study was to confirm needs and demands for the 2013 program elements outlined for the PRC redevelopment, which has been done throughout. In addition, the business operating model and financial projections associated with facility operations have been updated. The findings of the financial projections identify that although the redeveloped PRC will be a larger facility, in terms of both the facility footprint and the beneficial services it will offer, the required operating investment by the City will remain the same as is currently afforded to PRC.

The City of Kelowna now has the information it needs to make an informed decision about the future of PRC; a future that will provide even more benefit to the community and region.

# APPENDICES

A

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# Appendix A: Detailed Document Review

## City of Kelowna Documents

There is abundant policy support for PRC redevelopment within City of Kelowna plans, policies, strategies, and other documents.

Document	Purpose	Relevance to PRC Redevelopment
<i>Imagine Kelowna</i> (2018)	Highest level strategic vision document for the City that establishes principles and goals to be advanced and achieved through other plans, strategies, and initiatives.	PRC redevelopment aligns strongly with several principles and goals established in <i>Imagine Kelowna</i> , including creating great public spaces, providing opportunities for all, building a fair and equitable community, building healthy neighbourhoods for all, and growing vibrant urban centres. Reconciliation, addressing climate change, and ensuring universal accessibility are also key goals. Facility design should speak to accessibility for all, as well as how outdoor public spaces relate to an attractive, dynamic streetscape. Facility design should also account for universal accessibility and age-friendly features.
<i>Draft 2040 Official Community Plan</i> (Fall 2020)	Sets the strategic direction for the City's growth to 2040 and one of the City's highest level strategic planning documents – identifying where and how the City will grow and change over time, helping to guide major decisions and investments.	The OCP is broadly supportive of PRC redevelopment. PRC is located within the Core Central area of the OCP future land use concept. The OCP anticipates around 4,000 new residential units to be added to the area by 2040 or more than 6,500 new residents. PRC is also located along the Highway 97 corridor, which is a major transportation corridor and identified for streetscape enhancements to improve multi-modal transit, beautification, and extension of the urban tree canopy. Major tenets of the OCP include equity, inclusiveness, and accessibility of public spaces to support social connection, protecting environmentally sensitive areas, developing spaces that foster health and safety and that provide opportunities for reconciliation. Year-round design and universal accessibility should be prioritized, as should partnerships with other organizations – including schools. Infrastructure should also be developed based on life-cycle costing, utilize high quality and long-lasting materials, and be in strategic growth areas.
<i>2021 Financial Plan</i> (2021)	Annual financial plan document outlining the City's finances and investment priorities, as well as reviews achievements made and progress on key indicators.	Funding for preparatory work for the Alternative Approval Process for financing PRC redevelopment project is provided through the 2021 Financial Plan. Additional funding has also been requested to begin building replacement design, sport field reconfiguration, parking, and site access analysis. Funding for PRC replacement is identified for consideration in 2021-22. This document demonstrates City interest and commitment to PRC redevelopment.
<i>2019 – 2022 Council Priorities</i> (2019)	Identifies strategic shifts, goals, and changes important to Council and the community over a three-year period, informing strategic and business planning throughout City departments.	Council priorities relevant to PRC redevelopment include policy guiding where the City invests resources, quality site design and architecture, accessible and multi-purpose amenities, animated public spaces, proactive planning of key sites, and adapting to climate change. Inclusivity and diversity are both desired results, with everyone in the community having access to recreational opportunities. PRC identified under multi-purpose, accessible amenities. Sponsorships identified as a strategy for increasing non-tax revenues, as are public-private partnerships.



Document	Purpose	Relevance to PRC Redevelopment
<i>Active Living &amp; Culture Divisional Plan, 2019 – 2022 (2021 Update)</i>	Based on Council priorities, this Plan guides the decisions and focus areas of the ALC Division to 2022.	Strategic focus areas for the Division include developing, supporting, and facilitating programs and services that encourage active healthy lifestyles, addressing complex social issues and preventing/mitigating the impact of social inequities on vulnerable populations, supporting a dynamic events community, operating, and allocating facilities, and leading, supporting, and advancing an integrated sport delivery system. PEER Navigator program is identified for PRC to support people that have lived experience of homelessness, as is a review of PRC membership model. PRC redevelopment may impact PRC membership model review, as new amenities may change value propositions.
<i>2030 Infrastructure Plan (2016)</i>	Identifies City infrastructure needs over a 15-year period.	PRC identified as a priority 1 infrastructure project for 2021 – 2023 as connected to Council's priority of ensuring a healthy, safe, active, and inclusive community. Indicates long-term Council interest in seeing this project move forward (i.e. well-planned). Infrastructure Plan is likely to be updated in the future, indicating revised costs.
<i>10-Year Capital Plan: 2020 – 2029 (2020)</i>	The City's 10-year capital plan forecast, which is updated on an annual basis and reflects both Council priorities and the 2030 Infrastructure Plan.	Identifies that significant infrastructure investment is needed to support future growth and enhanced or improved services. PRC redevelopment identified for funding under the Buildings category with a total project cost of \$100 million identified, \$82 million of which is identified for 2021.
<i>2020 Citizen Survey (2020)</i>	The City regularly surveys residents to identify areas for improvement, overall satisfaction, and on a number of other topics.	The 2020 survey randomly surveyed 300 adult Kelowna residents via telephone. Notable findings from the survey related to PRC include an increased use of parks and outdoor spaces (74% indicated increased use of these spaces), while also reporting a decrease in overall physical activity levels (70%). Good recreational facilities was identified by 13% of respondents (second most commonly identified) as being a factor in Kelowna being a good place to live. Parks, recreation, and culture are middle-of-the-road public issues identified by respondents (around 5%) and just under 90% of respondents report being either very or somewhat satisfied with City recreational facilities and programs. Around half of respondents would support a tax increase (53%) to either enhance or expand services or to maintain services at existing levels. Respondents prioritize infrastructure renewal over building new by a ratio of 2:1 (34% think the City should prioritize new infrastructure). In relation to PRC, communicating the value proposition associated with a new building should be prioritized, as other options explored based on infrastructure renewal are also quite costly.
<i>Kelowna Community Sport Plan (2018)</i>	This Plan guides collaboration between the City, sport community, and other partners to create programs, services, and supports to enable all Kelowna residents to enjoy lifelong sport participation.	PRC redevelopment is well-aligned with Plan Strategic Goals, including providing exceptional facilities for sport participation and performance initiatives, increasing participation in sport and physical activity for all ages, creating quality, inclusive programs, services and events, and strengthening interaction and collaboration between partners and sport delivery agencies, and finally, for the City to be recognized as a premier sport event destination within Western Canada.

Document	Purpose	Relevance to PRC Redevelopment
<i>Recreation and Culture Facilities Condition of Use and Allocation Policy (2017)</i>	Establishes guidelines for the general use and allocation of City recreation and cultural properties.	The City adheres to the Canadian Sport for Life Model (CS4L) to govern its relationship agreement and allocation policies to improve the quality of sport and physical activity in the City. The policy also outlines the City's role in providing, administering, and monitoring use of facilities. Notable provisions of this policy for PRC include providing discounted admission for participants with an H2O Centre membership, and a facility allocation prioritization framework that accounts for competitions, regular training, and public use. This Policy will need to be updated as a result of PRC redevelopment to ensure that new spaces are appropriately identified and allocated.
<i>Community for All: Kelowna's All Ages &amp; Abilities Action Plan (2016)</i>	The City partnered with Interior Health to develop a Healthy City Strategy that focuses on healthy spaces and places, community health, and quality of life. The goal of the Plan is to reduce chronic diseases and social isolation through increasing health, physical activity, social connections, accessibility, and equity.	Several recommendations within the Healthy City Strategy support PRC redevelopment, including: increasing opportunities for social connection, physical activity, and intergenerational activities; enhancing City buildings to ensure they are age and ability friendly; and, prioritizing active transportation. The Strategy also recommends integrating Sport for Life principles into programs to promote physical literacy and reduce chronic diseases. Incorporating accessibility features into City-owned facilities is recommended. In addition, the Strategy suggests that City recreational programs, concessions, and vending machines prioritize a nutritional focus. The Strategy also presents an inventory of community assets and organizations that may be interested in providing input into PRC redevelopment process and/or explore partnership potential.
<i>Kelowna Sport and Recreation Infrastructure Plan (2013)</i>	Long-term Infrastructure Plan for sport and recreation in Kelowna, identifies recreation and sport facility requirements through to 2031.	The Plan utilized a market-based analysis technique that examined capacity versus demand for various facilities and potential users. Redeveloping PRC was identified as the top priority project presented to and approved by Council, which also identified adding more gymnasias spaces to PRC specifically.
<i>Kelowna Intelligent City Strategy (2020)</i>	Outlines the City's approach to becoming an Intelligent City that uses technology to create a better city and improve the lives of residents, as well as creatively and collaboratively solve problems.	Several strategies are presented that potentially pertain to PRC redevelopment, including enabling data driven decision-making, embracing automation, working to improve connectivity and digital equity, and advancing climate resiliency and adaptability. The Strategy identifies testing and piloting use of emerging technologies to improve how the City operates, including use of Internet of Things sensors to collect real-time data. Combined with the City's other strategies that identify climate change adaptation and resilience, as well as reducing emissions, integrating 'smart' technologies into PRC should be explored.
<i>Kelowna on the Move: Pedestrian and Bicycle Master Plan (2016)</i>	Long-term plan that identifies infrastructure, planning, and policy requirements to promote and facilitate walking and cycling throughout the City.	Long-term goals of achieving 25% of trips less than 5 km are made by walking and biking and that pedestrian and cyclist safety is improved. Other goals are to incorporate end-of-trip facilities in new developments and encouraging transit-bicycle integration. Identifies long-term expansion of AT network. PRC redevelopment site design should capitalize on proximity to the existing AT network and the Rail Trail to maximize potential for active transportation to and from the site, as well as integrate pedestrian-friendly streetscaping and amenities. Facility design and maintenance content should also be reviewed during site design work.

Document	Purpose	Relevance to PRC Redevelopment
<i>Kelowna's Journey Home Strategy</i> (2018)	Strategy works alongside the City's Healthy Housing Strategy to address Council priorities of homelessness and expanding housing diversity. Goals include ending chronic and episodic homelessness, preventing homelessness, and implementing a coordinated systems approach.	While the Strategy is primarily focused on addressing homelessness, a holistic, wrap-around approach is presented that factors in how the lived experience is affected by many elements, including sense of inclusion and equity, and reconciliation. Recreation and physical activity have been demonstrated as contributing to positive health outcomes and this Strategy provides an excellent foundation for assessing how programs align with broader initiatives within the City.
<i>Kelowna Event Strategy Council Report</i> (2021)	Council report that outlines progress made on developing an Event Strategy for the City.	Report identifies that the City usually hosts more than 160 events annually, but COVID-19 reduced the number of events held in 2020 to just 37. PRC played an important role in supporting the continuation of the Kelowna Farmers' and Crafters' Market by utilizing the parking area for the event. PRC redevelopment may aid in the City's efforts to attract more events, enhance the City's capacity for hosting, and expand the City's infrastructure for hosting competition-level sporting events.
<i>Community Child Care Planning Central Okanagan</i> (2020)	Presents the findings of a needs assessment on child care in the Central Okanagan, as well as an inventory of current child care inventories. Identifies that more than 1100 new child care spaces will need to be created in Kelowna by 2030.	Key recommendations presented include streamlining government regulatory processes (i.e. business licensing and zoning), as well as considering municipal incentives for child care providers (e.g. free business licensing) with the objective of creating additional spaces. The report also identifies joint-use agreements between municipalities and School Districts to create new opportunities for child care spaces, as well as examining the potential for child care centres within public assets. In relation to PRC redevelopment, potential may exist to update the functional space program to include areas for child care services. The report also recommends that child care be integrated in new school builds, so there is also potential to explore a broader joint-use approach with School District 23 on capital projects.
<i>Kelowna's Community Climate Action Plan</i> (2018)	Strategy and policy framework that presents recommended actions for the City to undertake to reduce GHG emissions.	Recommended actions that may pertain to PRC building design include utilizing technologies and design strategies that reduce energy consumption and integrating renewable energy generation or utilization into facility operations. PRC redevelopment also supports greater density and urbanization in that investment is focused in an established area.
<i>2020-2025 Cultural Plan</i> (2020)	Multi-year plan that sets priorities for enhancing cultural vitality and community spaces in Kelowna while also supporting the sector to provide accessible, diverse, and inclusive experiences for all.	Several recommendations pertain specifically to the need for more arts and culture spaces in Kelowna, including spaces for art exhibition within municipal facilities and including and considering the needs of cultural groups in the redevelopment and construction of new facilities. Engagement work conducted as part of this plan identified storage space, performance space, creator spaces, and program delivery spaces as most in need. Cultural groups would like to see flexible, multi-use spaces be developed to accommodate a variety of activities and events, mixed-use 'hub' type spaces, and high-quality outdoor spaces that can accommodate outdoor spaces and festivals.

## Provincial and National Documents

National and provincial planning documents, policies, and frameworks provide a foundation for indoor recreation facilities and services in Kelowna and establish broader strategic goals and objectives towards which the City may wish to integrate into decision-making.

Document	Purpose	Relevance to PRC Redevelopment
<i>Framework for Recreation in Canada</i> (2015)	National level guiding document that establishes a vision for the delivery in recreation in Canada and five goals to guide recreation providers.	Provides an excellent starting point for recreation planning and a foundation for alignment with other communities and levels of government, helping to bolster the case for provincial and federal investments in recreation. Presents a renewed definition of recreation as being “the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community well-being.” Goals include active living, inclusion and access, connecting people with nature, creating supportive environments, and building sector capacity. PRC redevelopment will add new amenities and create more opportunities for residents to recreate more holistically, with programming and facility design advancing several Framework goals.
<i>Let’s Get Moving: A Common Vision for Increasing Physical Activity</i> (2018)	Federal strategy focused on building on existing efforts to help Canadians move more and to focus on specific topics to address sedentary behavior challenges.	Focus areas identified in <i>Let’s Get Moving</i> include creating spaces and places that are supportive and accessible for habitual physical activity to become a big part of daily life, to expand public engagement efforts to let residents know how and where to be active, and on developing multi-sector partnerships to achieve shared outcomes. Other ideas presented in the strategy include working with community planners to create accessible and inclusive spaces, working with Indigenous leaders on how to implement the Truth and Reconciliation Commission’s Calls to Action, and utilizing data more effectively. Proposed PRC site designs and facility configurations support inclusion and accessibility and opportunities exist for a variety of partnerships throughout redevelopment.
<i>Truth and Reconciliation Commission of Canada: Calls to Action</i> (2015)	To redress the legacy of residential schools in Canada, the Truth and Reconciliation Commission (TRC) developed 94 Calls to Action to support reconciliation in communities.	Several Calls to Action speak directly to sports and recreation, including focusing on promoting education on Indigenous sport history and participation, amending policies and programs to ensure inclusivity of Aboriginal people, and identifying opportunities to connect health goals and measurable outcomes with efforts to promote reconciliation through recreation. The City has a strong commitment to reconciliation as stated in several documents and exploring how PRC redevelopment can advance or enhance existing relationships with the Syilx/Okanagan peoples through design and programming may be beneficial.
<i>Active People, Active Places</i> (2015)	BC’s physical activity strategy that guides and stimulate coordinated policies, practices, and programs in physical activity to improve health and well-being. Outlines a framework and action plan to improve physical activity rates.	Provides a foundation for coordinating policies and practices to providing physical recreation opportunities in the City of Kelowna. The strategy identifies increasing participation of all community members from an equity perspective, as well as building on existing and forming new partnerships between local governments, health authorities, school districts, and sport and recreation organizations to increase access to physical activity through healthy community design and inclusive programming and services. PRC redevelopment will add new amenities to the City, but communications, facility design, and eventual program offerings should be carefully considered to reflect priorities of equity and increasing physical activity.



Document	Purpose	Relevance to PRC Redevelopment
<i>Canadian Sport for Life – Various Documents</i> (n.d.)	Sport for Life (CS4L) is a movement promoting quality sport and physical activity. CS4L is focused on Long-Term Development in Sport and Physical Activity and Physical Literacy in Canadian communities.	Long-Term Development in Sport and Physical Activity is about ensuring that all people can access quality sport and physical activity opportunities that are safe and inclusive, well-run, and developmentally appropriate. Physical Literacy is about motivation, physical competence, knowledge, and understanding to value and take responsibility for engaging in physical activities for life. A common element between these two concepts is the importance of having quality learning and training environments for all ages. Having access to safe, inclusive, and a wide variety of activities helps to provide life-long opportunities for physical activity and sport critical to supporting physical literacy. PRC redevelopment will expand access to opportunities, as well as provide competition-level amenities to support participation in physical activity at all levels. Emphasis should be placed on addressing barriers through design, such as promoting awareness of opportunities at PRC to under-served groups and working to ensure that first involvement experiences with sport and activities are as positive as possible.
<i>Quality Sport for Communities and Clubs</i> (2019)	Developed by CS4L, this document provides goals and suggestions for how communities can deliver quality sport opportunities based on the Long-Term Development in Sport and Activity Framework	Focuses on creating 'good places' where facilities, equipment, and rules are modified for the ability, size, and development stage of participants, as well as through creating locations and environments that are safe and inclusive through design, policy, and practice to allow for everyone to participate with their whole self. The functional space program established for PRC allows for 'right sizing' of amenities like gymnasiums and swim areas, as well as provides multiple amenities in one location. Other recommendations can be explored through facility programming and operations.
<i>Becoming a CS4L Community</i> (n.d.)	Developed by CS4L, this document discusses how communities can become champions for physical activity, literacy, and participation in sport and other activities for life.	Identifies a number of areas where facility design can enhance physical literacy and long-term development, including: equitable allocation policies, an assessment of how different amenities connect to various stages of the CS4L continuum, joint-use agreements, collaborative partnerships, and ensuring that facilities developed for major games or events are available for community use as well. Amenities identified for PRC through the functional space program align with the concept of being a CS4L community, including having competition-caliber spaces available to the public and the ability to 'scale down' spaces for various ages and abilities.
<i>Sport Canada's Policy on Aboriginal Peoples' Participation in Sport</i> (2005)	Federal document that expands upon the <i>Canadian Sport Policy</i> to ensure it is inclusive and enhances the experience and accessibility of sport for all, including Aboriginal peoples.	Policy is based on sport being athlete/participant-centered, promoting leadership, based on equity and access, focused on development, championing excellence, and serving the public interest, while focusing specifically on enhancing participation, excellence, capacity, and interaction for Aboriginal peoples in sport. The policy recommends that programs, services, and resources should recognize the unique needs of Aboriginal peoples, including youth, girls, women, and persons with disabilities. Expanding access to training, development, and competition opportunities, as well as providing culturally appropriate programs are strategies that could be explored through PRC redevelopment, service delivery, and programming.

Document	Purpose	Relevance to PRC Redevelopment
<i>Actively Engaged: A Policy on Sport for Women and Girls</i> (2009)	Federal policy outlining the importance of providing quality sport experiences for women and girls to be actively engaged and equitably supported.	Recognizes that women and girls experience unique challenges and barriers to participating in sport as well as remaining engaged in sport through professional positions, training, and coaching. Policy interventions identified include improving programming to enable innovative quality sport experiences, promoting women and girls to participate in leadership roles, better promoting awareness of benefits of participation, and expanding knowledge development.
<i>Policy for Sport for Persons with a Disability</i> (2006)	Federal policy that provides a framework for engaging partners to reduce and eliminate sport-specific barriers that prevent persons with a disability from participating.	Recognizes that sport and physical activity can and does play a role in promoting the inclusion of excluded and vulnerable groups in communities. Environmental conditions and facility design are factors that may create additional barriers for individuals with disabilities. The policy draws upon both CS4L work and the Canada Sport Policy to provide holistic support to those with disabilities to participate casually and competitively in sports and physical activities for life. PRC design should integrate elements of universal design and barrier-free access to remove physical barriers to participation.
<i>Canada Sport Policy</i> (2012)	Federal policy first developed in 2002 that sets a direction for all levels of government, institutions, and organizations to achieve the positive impacts of sport participation.	Underscores the ability of sport to deliver positive benefits to communities and individuals, as well as identifies amenities that provide benefits to citizens as related to sport participation and physical activity. Again, CS4L work influences this policy and many proposed amenities for PRC align with broad policy directions established in this document.

## Appendix B: City of Kelowna Indoor Facility Inventory

Indoor Amenity Name / Type	Details
Rutland Arena*	Indoor ice arena with two NHL-sized rink surfaces, meeting rooms, concession area. Multi-amenity site with Rutland Sports Fields, Kelowna Family Y, sports fields, etc. Casual indoor gathering space in atrium and outdoor spaces in Rutland Recreation Park.
Memorial Arena*	Indoor ice arena with 2,600-person seating capacity. Multi-amenity site located near Japanese Gardens, City Hall. Casual indoor gathering space in atrium.
Parkinson Recreation Centre*	Indoor multi-use recreation centre with aquatics centre, full-sized gym, fitness centre, multi-use areas and meeting rooms and banquet facility, pickleball court, playground, and outdoor fitness equipment. Multi-amenity site within Parkinson Recreation Park.
Parkinson Activity Centre*	Multi-use building attached to PRC operated jointly between the City of Kelowna and Parkinson Seniors Society. Large and small multi-use meeting area and a concession (The Bistro).
Rutland Activity Centre*	Multi-use building jointly operated between the City of Kelowna and Rutland Seniors Centre Society. Multi-amenity site located near the Rutland Arena. Meeting room for 20, multi-use room for 50, and hall for 150. Commercial kitchen.
Okanagan Mission Activity Centre*	Multi-use building jointly operated between the City of Kelowna and Okanagan Mission Seniors Centre Society. Utilized by the City for recreation and cultural programs on weekends and evenings. Multi-use room for up to 70. Commercial kitchen.
Kelowna Family Y	Modern multi-use recreation centre with aquatic area, fitness space, gymnasium, indoor walking track, and child/family centre. Owned by the City, operated by the YMCA. Multi-amenity site. 25m lane pool, diving pool, leisure pool, hot tub, sauna. Multi-use and meeting areas. Casual indoor gathering area in atrium.
H2O Adventure + Fitness Centre	Multi-use indoor recreation centre with expansive aquatic facility and large fitness centre. Multi-amenity site, located within the Mission Recreation Park. Small gymnasium. Water slides, lazy river, leisure pool, flow rider surf machine, 8 lane, 50m swimming pool. Multi-use and meeting areas. Casual indoor gathering area in atrium space.
Prospera Place	Major sports and entertainment arena with NHL-sized ice rink and seating for up to 8,000. Casual indoor gathering spaces in atrium and concourse areas. Several restaurants / concession areas.
Capital News Centre	Multi-use indoor recreation centre with two NHL-sized ice surfaces, two full-sized indoor turf fields, a fitness centre, indoor walking track, private lease areas, and a branch of the Okanagan Regional Library. Multi-amenity site within the Mission Recreation Park. Two meeting rooms available and casual indoor gathering areas within atrium. Licensed bar and grill concession area with large seating area.
Okanagan Boys and Girls Club – Rutland	Multi-use indoor facility that offers child minding services, recreation programs, and family programming. Multi-amenity site near the Rutland Arena and sports fields. Multi-use and meeting areas (details unknown).
Okanagan Boys and Girls Club – Martin Ave	Multi-use indoor facility that offers child minding services, recreation programs, and family programming. Small gymnasium. Located proximate to two outdoor fields. Multi-use and meeting areas (details unknown).
Okanagan Gymnastics Centre	Indoor gymnastics centre. Multi-amenity site located near Rutland Arena and sports fields.
Kelowna Curling Club	Indoor curling arena with 9 ice sheets. Multi-amenity site located near Elks Stadium. Upper lounge area can host events for up to 200 people. Indoor / upper-level casual gathering area for viewing. Licensed restaurant with dining area.

\* Municipally owned and operated

Indoor Amenity Name / Type	Details
Kelowna Bocce Club	Indoor 3 lane bocce facility. Spectator viewing area.
Kelowna Badminton Club	5 court indoor badminton gymnasium. Multi-amenity site located near Elks Stadium. Small gymnasium.
Mission Soccer Dome	Inflatable soccer dome. Multi-amenity site located near Mission Recreation Park.
Kelowna Community Theatre*	An 853-seat indoor performing arts venue with lobby space providing concession services and casual gathering areas. Six wheelchair accessible seats. Regularly hosts high profile performers, as well as many local community groups including Ballet Kelowna, the Okanagan Symphony Orchestra, and Theatre Kelowna Society.
Rotary Centre for the Arts	Large, multidisciplinary indoor visual and performing arts centre. Performing arts theatre with 326 seats and fully-equipped light, sound, and stage equipment. Two rehearsal/dance studio spaces for multi-purpose activities. Multi-purpose painting and drawing studio, 40 person capacity boardroom, rentable lobby and atrium area, art gallery space, and outdoor gathering/performance area.

\* Municipally owned and operated



# Appendix C: Detailed Best Practices and Trends Review

## Multi-Use Spaces

Sport and recreation facilities are being designed to accommodate multiple activities and to encompass a variety of different components. The benefits of designing multi-use spaces include the opportunity to create operational efficiencies, attract various users, and procure multiple sources of revenue. Providing the opportunity for all family members to take part in different opportunities simultaneously at the same location additionally increases participation levels, convenience, and satisfaction for residents.

Creating spaces within a facility that are easily adaptable and re-configurable is another growing trend observed in many newer and retrofitted facilities. Most sport venues are now being designed and constructed in such a manner that staging, seating, and wall configurations can be easily changed or removed as required to host various community and cultural events.

## Integration of Revenue Generating Spaces

Municipalities operating indoor recreation facilities must be creative and innovative to find new ways to generate revenues needed to sustain operations and/or fund future expansions. Generating sustainable revenues outside of user fees or government transfers enable facilities to maintain and potentially expand service levels over the long term.

Developing facilities with designated lease spaces is one strategy municipalities are increasingly starting to utilize to diversify revenues. Leasing out spaces within facilities to user groups or private sector businesses can both provide alternative sources of revenue and enhance the visitor experience. Food and beverage options, sports therapy, apparel and equipment providers, and other retail businesses can often be found within newer indoor recreation facilities. Short term rental spaces, such as program rooms or event hosting spaces, can also be rented out for meetings, team building activities, holiday parties, and other functions.

## Sport Tourism and Event Hosting

Sport is a significant segment in the tourism world and has become a highly competitive industry. As such, sport tourism and sport event hosting are often drivers of partnerships aimed at the development of new infrastructure in Canadian cities. In 2016, the sports tourism industry in Canada was valued at \$6.5 billion dollars, with \$2 billion of that spent in British Columbia alone. In contrast to other segments of the tourism industry, sport tourism in Canada continues to grow and is largely driven by the domestic market. Given this important contribution that sport, and specifically sport tourism, makes to local and national economies, many communities are reacting to the growth and opportunities associated with sport tourism by dedicating resources to the attraction and retention of events, including the development of competition-level facilities.

While sport tourism can be highly beneficial to a community, it is important to consider several factors when allocating resources to facility development and event attraction to ensure that investment provides positive and long-lasting impacts. Best practices that should be followed include:

- ▶ Infrastructure investment (enhancement or new development) needs to be sustainable and beneficial to a wide array of residents.
- ▶ Benefits from each event are communicated to the public.
- ▶ Community volunteer capacity needs to be accurately assessed and deemed appropriate.
- ▶ The pursuit of events needs to be strategically aligned with community values and goals.

## Blending Indoor and Outdoor Spaces

A growing trend in recreation infrastructure planning is to ensure that there is a seamless interface between indoor and outdoor environments. This can include ideas such as public event spaces being located both indoors and outdoors, indoor/outdoor walking trails or corridors, indoor/outdoor child play areas, and indoor/outdoor public art. There are many operational considerations that should be examined when planning indoor/outdoor spaces (e.g. cleaning, access control). When planning an indoor facility to complement the site it is located on (as well as associated outdoor amenities) it is important to maximize utilization of the facility, and the parks and trails system. Integrating indoor and outdoor environments can be as simple as ensuring that interior spaces can view the outdoors.

## Importance of Partnerships

Partnerships have been and will continue to be critical to the overall landscape of recreation service delivery, and, increasingly, for infrastructure development. Municipalities cannot carry the whole responsibility of managing, organizing, funding, and maintaining recreation services, including developing infrastructure. Partnerships within the sector are now often wide-ranging and include other levels of government, regional municipalities, non-profit organizations and user groups, school boards, and even the private sector. Partnership agreements can also include things such as lease spaces, contracting program or service delivery to third parties, facility naming sponsorships, and funding agreements. Public-private partnerships are also increasingly being utilized for infrastructure development within municipalities but are somewhat less common for recreation facilities. Often, municipalities will retain facility ownership and will instead contract out facility operations to a third party rather than jointly finance infrastructure development.

## Indoor Recreation Facilities as Community Hubs

In many communities, indoor recreation facilities also function as community hubs – both formally and informally – in addition to their primary function. Facilities are being designed to accommodate multiple recreational activities, accommodate spontaneous or drop-in users, as well as to provide critical social gathering spaces such as attractive lobbies or atrium areas, spectator viewing areas, meeting facilities, outdoor parks and green spaces, and other amenities.

Combination, or campus-type facilities, are also becoming more common. Such developments include not only core recreational amenities like gymnasiums, fitness centres, and aquatics facilities, but also public libraries, municipal service counters, creative or cultural venues, and so forth. By deliberately designing facilities to include social amenities, indoor recreation facilities can function as 'community living rooms' that enable greater levels of community cohesion and connectedness.

## Facility Design and Programming for Physical Literacy and Activity

Physical literacy is about having the motivation, comfort, and competence to participate in physical activities such as sport, active recreation, exercise, play, and dance. Safety is an essential component of promoting physical literacy, including providing resources and information on how to prevent injuries, as well as through the design and development of safe spaces, systems, products, and programs for all ages and abilities.

Facility design elements that relate to physical literacy including that staff and trainers understand that participation occurs within a broader continuum framework where facilities, equipment, and programs should be 'right sized' to fit all ages, abilities, and development levels. By ensuring that facility amenities can be scaled up and down to accommodate scale of activity, participants can access the physical spaces needed to develop confidence and reinforce skill development. Other program design techniques that can be utilized include providing participants with checklists of skill and abilities they will be developing and ensuring adequate practice times for each age/stage.

The proposed 2013 PRC Functional Space Program incorporates multiple design elements that support physical literacy, including multiple sized program areas/rooms and partitionable gym spaces. Other elements that should be explored during detailed design phases is how accessibility is addressed in facility design. Spaces should be designed to be universally accessible, provide clear navigation queues within spaces, and feature staff that can act as ambassadors to create a welcoming experience where everyone feels safe and included.

## Sustainable Design and Facility Management

For facility operators and event managers, climate change will have significant implications related to water, energy, and waste. Additionally, the declining quality of the natural environment or damage from extreme weather events may result in a lower usage of public parks and other community spaces of play. For example, poor air quality from forest fires may limit the use of public play spaces, parks and the spectator attendance and participation in outdoor sport. Such forces may place greater pressure on indoor recreation facilities to accommodate activities that must now find alternative spaces.

Facility managers can demonstrate environmental stewardship through the sustainable designs of new amenities and/or through the eco-friendly retrofits of existing amenities. In addition to the potential environmental and economic benefits from environmentally friendly amenities, these facilities may serve as physical markers of an organization's commitment to the environment.

As communities strive to be more resilient to the impacts of climate change, incorporating sustainable practices into sport and recreation facilities, operations, programming, and management is increasingly important. Furthermore, the sustainability activities of municipal recreation departments and managers should not only focus on environmental benefits but also on public education and cost savings.

Many municipalities are now utilizing sustainable building rating systems like LEED (Leadership in Energy and Environmental Design) when designing municipal facilities. For indoor recreation facilities, evaluating the life cycle performance of a facility can help to justify certain architectural or engineering design choices, integration of technologies to reduce energy consumption or generate energy, and reduce building material waste. Such systems also consider user accessibility and operational costs in their evaluations, helping municipalities to make design choices that benefit the environment, the economy, and people utilizing the facility.

## Equity, Diversity, Inclusion, and Reconciliation

Efforts are occurring in Kelowna and throughout Canada to ensure that equity, diversity, inclusion, and reconciliation are prioritized and advanced holistically throughout organizations. It is widely accepted that sport and recreation facilities can work to both physically bring people together, while also enabling new connections, sense of shared understanding and respect, and cultural learnings to emerge.

Sport and recreation practitioners are in an excellent position to improve the lives of those who have been marginalized through the delivery of services and programs that are thoughtfully designed to empower and rebalance systemic bias and/or barriers.

Equity is a key tenet of the City's draft 2040 OCP, which focuses on improving access to services such as recreation centres and community gathering spaces, support services, childcare spaces, food access, housing affordability and diversity in form, addressing impacts of gentrification, reducing social isolation, promoting walkability and multi-modal transportation options, and ensuring residents have access to services they need to prosper in Kelowna. Civic facilities should be designed to be accessible, available, and inclusive of all ages, incomes and abilities (Policy 5.13.3) and work to address social isolation for groups that may face higher levels of isolation like seniors, people with diverse abilities, Indigenous communities, and newcomers (Policy 5.13.2).

A renewed cultural awareness of the systemic nature of racism, inequity, and exclusion has emerged in recent years, revealing that municipalities have a key role to play in working to combat racism and foster inclusion/reconciliation in their operations. Advocacy groups have brought attention to the persistence of racism within Canadian communities and the need to create safe, inclusive spaces for all.

Reconciliation, too, challenges the recreation sector to do more than just acknowledge territorial lands or of the Calls to Action within the Truth and Reconciliation Report. Reconciliation provides an opportunity to learn more about the land and traditions of Indigenous peoples and cultures, as well as to foster new relationships that will lead to healthier individuals, communities, and partnerships.

## Recreation as a Public Service

In Canada, recreation is used to describe physical activity, sport, arts, culture, and heritage activities that can enhance both individual and community health and wellbeing.<sup>1</sup> Historically, recreation has been an important industry to Canadians originating as a fully supported provincial service that has faced significant cuts since being allocated to municipalities for provision.<sup>2</sup> Recreation remains to be interconnected to everything in society through the experiences that people undergo in daily living and today recreation is provided through a blend of public, private, non-profit, and cross-sector partnerships.

Public infrastructure, including community recreation facilities, has been in a state of decline and can be a major pain point for some communities.<sup>3</sup> For many, access to a community centre, or lack thereof, can be a barrier to participating in recreational activities, especially in high-need areas. In many ways access to recreation facilities is a determining factor of personal health. Fortunately, the COVID-19 pandemic and events of 2020 (e.g. Black Lives Matter) have underscored the importance of recreation to communities as many are in favour of municipalities allocating additional tax revenue to recreation.<sup>4</sup> Now more than ever is the time to invest in recreation infrastructure to better support the health and wellbeing of the people who reside within the community.

## Physical Activity Within Communities Varies

Individual recreational choices are often influenced by both socioeconomic factors (e.g. age, gender, culture, income, education) and the availability of infrastructure.<sup>5</sup> These influence how people choose to engage in activities, whether it be organized, casual, group or individual, and the types of activity such as fitness or sport. Participation in certain activities like aquatics or hockey tend to be more dependent on specialized infrastructure, whereas others like soccer can be played in more diverse environments and participation in these activities is less dependent on facilities.<sup>6</sup> Activities that rely more heavily on specialized infrastructure can also be prone to substitution for others if infrastructure is unavailable. Unfortunately, this means that communities which do not continue to provide an adequate supply of specialized facilities may risk these activities losing prominence in the community. Facility usage and participation can also depend on the proximity to residential areas<sup>7</sup>, aesthetics, program costs or offerings, and the availability of multi-purposes program spaces.<sup>8</sup> Generally, people who live within communities that have more available infrastructure tend to participate in recreation more often.

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1 A Framework for Recreation in Canada, 2015.

2 Gattinger & Saint-Pierre, The "neoliberal turn" in provincial cultural policy and administration in Quebec and Ontario: The emergence of 'quasi-neoliberal' approaches. *Canadian Journal of Communication*, 2010, p. 279-302.

3 Canadian Infrastructure Report Card, 2019.

4 Roth, Data Shows U.S. Public Believes Strongly in Parks and Recreation. *Parks & Recreation*, 2020, p. 16

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## COVID-19 Impacts on Sport, Recreation and Physical Activity

The COVID-19 pandemic has created many funding challenges for sport and recreation providers.<sup>9</sup> A critical budget line is the cost of staff. The COVID-19 pandemic and current design of infrastructure has increased staffing requirements and costs due to the need to regularly clean and sanitize. It is unlikely that the cleaning requirements will go away as recreation organizations will need to instill the message that facilities are clean for people to feel safe returning.<sup>10</sup> To address this, recreation organizations are going to have to carefully consider staffing requirements and automate processes such as cleaning and disinfection.<sup>11</sup> New and existing facilities should consider building automated cleaning systems into the design of their facility.

A pre-pandemic trend that has been accelerated is the increase in unstructured activities.<sup>12</sup> When developing new facilities or conducting major renovations, it will be important to consider spaces for unstructured activities and socialization. Municipal facilities can consider how campus recreation facilities have incorporated designs that promote socialization, health and wellbeing, allow for studying, incorporate non-traditional community resources<sup>13</sup>, provide safe LGBTQ+ spaces<sup>14</sup> and even host eSport venues<sup>15</sup> directly in the facility. Many campus recreation centres are referred to as 'Wellness Centres' to promote non-traditional activities and reduce the stigma attached to traditional fitness focused buildings.

Facilities can also be designed in ways that promote virtual or hybrid delivery of programs and services. Architects can design spaces with cameras that are installed directly into program spaces and only focus on the instructional area to ensure privacy for participants while programs are streamed. This will also create potential revenue opportunities and ways that people can feel connected to the community while participating in municipal programs from their own home.

There have also been many COVID-19 outbreaks at sport and recreation facilities that have been traced back to sports, regular fitness, and group exercise classes. These outbreaks have been attributed to elevated respiratory activity that transmits viruses on surfaces and through the air<sup>16</sup> and have redefined how infection and transmission is understood.<sup>17</sup> To prevent future outbreaks from occurring, air quality and handling, close corridors, room capacity, temperatures and conditions, cleaning practices, prevalence of high-touch surfaces, and mask policies (or lack thereof) must be reconsidered in sport and recreation facilities.<sup>18</sup> Many of these factors can be addressed through a building's design. Architects should consider the Center for Disease Control's framework for infection control and prevention (eliminating risk, substituting materials, engineering control mechanisms), sustainable building practices and occupant health and safety rating systems as they design new or retrofit former facilities.

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18 Cortez et al. *Centers of physical activities and health promotion during the COVID-19 pandemic*, Revista Da Associação Médica Brasileira, 2020, p. 1328-1334

## CDC Guidelines to Mitigate Infection Outbreaks

The Centre for Disease Control's (CDC) framework for infection control and prevention in the workplace prioritizes the built environment as the first line of defense to mitigate the risk of transmitting diseases or infections by eliminating, substituting or designing controls to remove or isolate infectious diseases.<sup>19</sup> Architects should consider this framework when designing facilities to help both minimize risk and reduce staffing costs through automation. The most pandemic-resistant sport and recreation facilities will integrate a combination of controls into the facility to address the characteristics of previous outbreaks.

## Air Handling Systems and Room Controls to Improve Infection Prevention

Engineering controls can be designed that improve air quality to reduce the risk of aerosol infection and must be a primary concern for sport and recreation facility designers due to the elevated respiratory activity during physical activity. Larger and more complex rooms commonly found in sport and recreation facilities will require better ventilation and more powerful air handling systems than before. Air quality can be addressed by incorporating high-intensity air displacement systems, more air zones<sup>20</sup>, air cleaning systems<sup>21</sup> and biofiltration.<sup>22</sup> Redesigning air handling systems could be the most important strategy for designing pandemic-resistant facilities.<sup>23</sup>

Increasing natural lighting and implementing room control systems help also reduce the spread of bacteria and infectious diseases in the air and on surfaces. For example, simulated sunlight and high temperatures reduce COVID-

19's airborne<sup>24</sup> and surface infectivity<sup>25</sup>, and therefore, designers should increase the amount of natural lighting in future facilities. Alternatively, automating a facility's HVAC system to run for two hours before and after occupancy to filter the air can help reduce infection risk.<sup>26</sup> Ultimately, these control systems should be taken into consideration and engineered directly into a facility so that they are automated processes.

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19 Center for Disease Control and Prevention, *Hierarchy of controls*, 2015

20 Blocken et al. *Can indoor sports centers be allowed to re-open during the COVID-19 pandemic based on a certificate of equivalence?* *Building and Environment*, 2020, p. 1-9.

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25 Bedrosian et al. *A systematic review of surface contamination, stability and disinfection data on SARS-CoV-2 (Through July 10, 2020)*, *Environmental Science and Technology*, 2021, p. 4162-4173.

26 Guo et al. *Review and comparison of HVAC operation guidelines in different countries during the COVID-19 pandemic*, *Building and Environment*, 2021, 107368.

## Altering User Traffic Flow, Pinch Points and Space Designs

The basic design of how users travel and move throughout a facility should be reconsidered to reduce potential transmission risk if future pandemics arise.<sup>27</sup> Future sport and recreation facility designs will need to reconsider traffic flow (one and two way), corridor sizes, entrances and exits, pinch points, and room capacities that allow for physical distancing.<sup>28</sup> These considerations extend to change rooms and bathrooms as full height walls between urinals, toilets and change spaces, and additional space between vanities and lockers can reduce the risk of infection.<sup>29</sup> Full height private change rooms and individual showers can remove gender stigma and automate cleaning between each use (i.e. installing short-wave UV lighting).<sup>30</sup> Designers can also incorporate air curtains into ceilings and walls that can be deployed to provide two-way protection between users if future pandemics arise.<sup>31</sup>

## Minimizing Transmission Risk on Surfaces

Because COVID-19 and other viruses can be transmitted on surfaces, facilities should try to reduce the number of high-touch surfaces by incorporating touch-free technology. Sensors on doorways can prevent users from opening and closing doors and ensure that doors remain closed until needed to have the added benefit of reducing air recirculation between areas within a facility.<sup>32</sup> Similarly, hand motion paper-towel dispensers should be used instead of airflow-based hand dryers to mitigate turbulent air. Other high-touch surfaces such as communal water fountains and traditional tap-based ID cards should no longer be a part

of future designs and replaced by touch-free technology.<sup>33</sup> When considering amenities, the goal should be to incorporate as many technologies that reduce users' need to touch surfaces as they move throughout a facility.

Surfaces should also be designed with technology that can help automate sanitation and cleaning. For example, UV-lights can be installed into fixtures to automate cleaning when people are not presently in the space<sup>34</sup>, and are currently being used in China to clean public spaces and in NFL stadiums.<sup>35</sup> Drones and robots equipped with artificial intelligence can be used to help identify and disinfect high-touch surfaces to speed cleaning and reduces staffing costs.<sup>36</sup> These automated cleaning strategies coupled with appropriate surface materials can help reduce surface transmission of viruses and pathogens.

As facility surfaces are exposed to higher grade disinfectants and more frequent cleaning, designers will need to carefully consider the selection of surface materials so that they are durable. Surface materials used in the healthcare industry such as epoxy, stainless steel, and ceramic can be considered.<sup>37</sup> Millwork should also be constructed using wrapped laminate so that desks, cabinets and other fixtures do not deteriorate with the increased cleaning practices. When possible, designs should also incorporate materials with antimicrobial properties such as copper that can help kill or reduce the growth rate of bacteria, viruses, fungi and yeast. In athletic centres, non-copper surfaces have been found to carry 94% more bacteria than copper surfaces.<sup>38</sup>

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27 Amagasa et al. Preventing infectious disease outbreaks at exercise facilities, *Managing Sport and Leisure*, 2020, p. 1-4.

28 Nasir et al. Investigation of spatial configuration management on social distancing of recreational clubhouse for COVID-19 in Penang, Malaysia, *International Journal of Building Pathology and Adaptation*, 2020.

29 Earlywine, Making public restrooms safe during COVID-19, *Parks & Recreation*, 2020, p. 51.

30 Steinbach, Designing locker rooms for the post-pandemic world, *Athletic Business*, 2020, 66-69.

31 Sakharov & Zhukov, Study of an air curtain in the context of individual protection from exposure to coronavirus (SARS-CoV2) contained in cough, generated fluid particles, *Physics*, 2020, 340-351.

32 Blocken et al. Can indoor sports centers be allowed to re-open during the COVID-19 pandemic based on a certificate of equivalence? *Building and Environment*, 2020, p. 1-9.

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35 Scott, Drones, robots offer high-tech facility disinfection, *Athletic Business*, 2021, p. 10-11

36 Zeng et al. From high-touch to high-tech: COVID-19 drives robotics adoption, *Tourism Geographies*, 2020, p. 724-734.

37 Shin, Environmental surface testing for severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) during prolonged isolation of an asymptomatic carrier. *Infection Control & Hospital Epidemiology*, 2020, p. 1328-1330.

38 Ibrahim et al, Reduction of bacterial burden by copper alloys on high-touch athletic center surfaces. *American Journal of Infection Control*, 2018, p. 197-202.

The COVID-19 virus survival period is also much shorter on copper surfaces than plastic, stainless steel, glass and fabric.<sup>39</sup> Future sport and recreation facility designers should learn from the healthcare industry and carefully select surface materials to incorporate antimicrobial materials or at least ensure that surfaces can withstand harsh cleaning products for the longevity of fixtures and equipment.

### Process Automation and Participant Tracking

Automation can extend beyond cleaning purposes to reduce the number of people (i.e. staff) required to operate a facility as reducing exposure to people is a priority for improving infection control and prevention.<sup>40</sup> Repetitive tasks can be automated such as dispensing equipment or towels through vending machines or robots.<sup>41</sup> Television monitors and QR codes can be used to provide scheduling information.<sup>42</sup> Participant monitoring technology can also be used to track infection-risky behaviour between users in case future pandemics arise.<sup>43</sup> Automation also mitigates transmission risk by reducing the chances of human error.

## Importance of Sustainable Practices

More than ever, organizations are facing pressure to address the effects of climate change. Downward pressure has come from the Canadian Government due to the environmental impact targets of global agreements (e.g. Kyoto Protocol, 1997; Paris Agreement, 2016). At the same time, upward pressure comes from consumers who are becoming more environmentally and socially conscious. Consumers often request that the organizations they interact with operate with sustainability at the front of mind. As a result, there has been a rise of organizations who've incorporated sustainability into their core business practices through environmental, social and governance (ESG), and corporate social responsibility (CSR) policies. This extends to sport and recreation organizations<sup>44</sup>, and facility managers<sup>45</sup> who've been adopting and integrating sustainability practices into regular operations.

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39 van Doremalen et al., *Aerosol and surface stability of HCoV-19 (SARS-CoV-2) compared to SARS-CoV-1*. *MedRxiv*, 2020.

40 Romero et al., *COVID-19 indoor exposure levels: An analysis of foot traffic scenarios within an academic building*. *Transportation Research and Interdisciplinary Perspectives*, 2020, 100185.

41 Moran, *The future of recreation design Post-COVID*, *Athletic Business*, 2020, p. 6

42 Bouck & Massey, *Back to a new reality: How to adapt your recreation center in a post-COVID-19 era*, *Parks & Recreation*, 2021, p. 52-53.

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44 Babiak & Trendafilova, *CSR and environmental responsibility: Motives and pressures to adopt green management practices*, *Corporate Social Responsibility and Environmental Management*, 2011, 11-24

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## Canada's Green and Inclusive Community Buildings Program

The Government of Canada has created the Green and Inclusive Community Buildings Program<sup>46</sup> to help alleviate the financial burden and help meet the country's climate obligations. The program is designed to help support economic growth, while also building and designing inclusive and resilient communities through sustainable practices. The program will help cover some of the costs of retrofitting, repairing, upgrading and building new infrastructure projects that meet minimum thresholds for energy efficiency and social inclusion in under-served and high-need communities. Retrofits range from small to large and are eligible for \$100,000 to \$25,000,000 in total eligible costs, while new facilities range from \$3,000,000 to \$25,000,000 in total costs. Projects that start sooner will receive a priority score along with an evaluation of confidence/risk associated with the proposal. Retrofit projects will also be evaluated on proximity to high-needs communities, increased accessibility, reductions to greenhouse gas emissions, improvements to energy consumption by at least 25%, climate resiliency and operational practices. New recreational facilities must be net-zero carbon, climate resilient and accessible while meeting the Canadian Standards Association's Accessible Design for the Built Environment.<sup>47</sup> This program will be important for facility designers to consider to be eligible for the funding.

## Sustainable Building Rating Systems

Sustainable building rating systems address prominent measures of sustainability through the design and operations of a facility. When designed with a sustainable building rating system in mind, a facility's environmental, social and economic impact can be improved. The most prominent sustainable rating systems (e.g. BREEAM, LEED, CASBEE) take a multi-dimensional approach to consider the impact of a facility as it is designed, built and operated over the course of its lifecycle. Facilities are evaluated and awarded certification based on various metrics such as pollution, energy consumption, air quality, water management, building materials, accessibility and total cost of operation to determine impact. Facilities that score better on energy and atmosphere, and indoor environmental quality (i.e. using daylight and energy efficient technologies) tend to overall have lower general environmental impact than facilities that score lower on the mentioned categories.<sup>48</sup>

The main system in North America is the LEED building system which has been used to design many sport and recreation facilities (e.g. Toronto Pan Am Sports Centre, Oakville's Sixteen Mile Sports Complex). The LEED system has also created an accreditation program specifically for accessibility that requires designers to embark on community engagement consultations to improve accessibility in multiple categories: physical accessibility, space navigation, assistive technology, emotional health and inclusive spaces.<sup>49</sup> The recommendations from the consultations are then incorporated into the design of a facility and could be particularly useful to improving accessibility of sport and recreation facilities. Generally, facilities that are designed with sustainable rating systems are much more environmentally friendly, have a lower total cost of ownership and provide more benefits to occupant health and wellbeing than uncertified facilities.<sup>50</sup>

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<sup>46</sup> *Green and Inclusive Community Buildings*, 2021

<sup>47</sup> *National Standard of Canada, Accessible Design for the Built Environment*, 2020

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<sup>48</sup> Kim et al., *Green building strategies for LEED certified recreation facilities*, *Journal of Green Building*, 2017, p. 149-166.

<sup>49</sup> *USGBC Breaks Ground with Inclusive Design Pilot Project*, LEED now has a pilot credit on designing for access, 2019

<sup>50</sup> Doan, *A critical comparison of green building rating systems*, *Building and Environment*, 2017, 243-260

## Sport and Recreation Facilities and Accessibility

Accessibility is an ongoing concern for sport and recreation facilities because the built environment can be a primary barrier to participation and this population tends to have mobility challenges. Facility designers must consider how disabilities can take many forms and that creating a solution for one form of disability may many not necessarily remove the barrier for all. The most accessible attributes of sport and recreation facilities tend to be water fountains, parking lots, elevators, and corridors. Meanwhile, the most inaccessible components tend to be hot tubs, bathrooms, swimming pools, signage and equipment. To improve the accessibility of aquatic amenities, designers should eliminate the use of stairs, incorporate ledges at various heights during the entrances and exit of swim areas, increase space to store assistive equipment and consider the travel to these amenities. Bathrooms often present barriers with inadequate dimensions, swinging doors, lack of automation, height of amenities, slippery surfaces and benches not large enough for safe transfers. Signage can be improved by incorporating braille, larger print or audio for information, the use of images instead of text and creating accessible routes that guide people through a facility.<sup>61</sup>

Sport and recreation facilities must not only consider the barriers of the build environment, but also ways to foster collaborative relationships between facility staff, able-bodied users and those with disabilities. To create a barrier free facility, tailored solutions must be developed that address the needs of those with disabilities in the surrounding communities and ensuring that they are not ostracized in the way that they use or travel throughout a facility.<sup>62</sup> During a renovation or retrofit, designers should conduct a thorough accessibility assessment with those in the community, review the necessary policy and create a transition plan that outlines objectives and timelines to remove barriers that also keeps the facility as accessible as possible throughout the project.

## Promoting Physical Activity Through Facility Design

The physical design of a facility influences occupant physical activity through how people use and move throughout a facility. Designers should consider a facility's circulation system, developing activity spaces<sup>63</sup>, and including a mix of sedentary and active workstations.<sup>64</sup> The building circulation system can be improved by using strategies that promote the use of staircases and travel by improving the visibility of staircases to entrances and exits, increasing their width and making travel routes more visually appealing. Common amenities can also be strategically located away from offices to promote movement around a facility. At the same time, designers must consider accessibility and ensure promoting these features do not ostracize those who cannot use them. Reducing sedentary behaviour during routine work activities is also critical and therefore workspaces should incorporate desks that can be adjusted between standing and sitting heights and active workstations (i.e. treadmills or stationary bikes). Together, facility designers should consider these strategies to help promote physical activity and reduce sedentary behaviour.

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61 Calder et al., *The accessibility of fitness centers for people with disabilities: A systematic review*, *Disability and Health Journal*, 2018, p. 525-536.

62 Riley, *A conceptual framework for improving the accessibility of fitness and recreation facilities for people with disabilities*, *Journal of Physical Activity and Health*, 2008, p. 158-168.

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63 Center for Active Design, *Active design guidelines promoting physical activity and health in design*

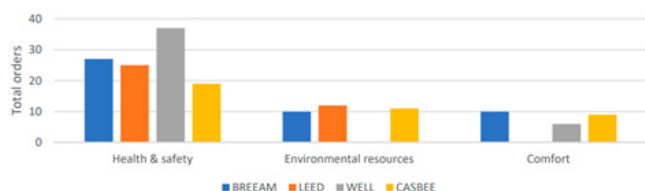
64 Zhu et al. *Healthy workplaces, active employees: A systematic literature review on impacts of workplace environments on employees' physical activity and sedentary behavior*, *Building and Environment*, 2020, 106455.

## Occupant Health and Safety Rating Systems

Occupant health and safety became a concern after SARS-CoV1 and architects started to integrate more green spaces, natural lighting and further improve air handling.<sup>51</sup> Occupant health and safety rating systems have since been developed that emphasize wellbeing, comfort, psychological and physical health. Often referred to as 'blue architecture,' these designs further address air quality, lighting, aesthetics, acoustics, food services, employee ergonomics and physical activity.<sup>52</sup> These strategies can also improve employee productivity, workplace culture and reduce burnout. Due to the focus on people who occupy facilities, these systems can also provide benefits to facility users and will be critically important to consider when emerging from the pandemic.<sup>53</sup>

Two common rating systems are the Fitwel and WELL v2.1 (commonly referred to as WELL). In particular, the WELL system is suggested to better mitigate the risk of infectious disease outbreaks (such as COVID-19) than other prominent sustainable building rating systems (see Figure 1). Sport and recreation facility designers should seek recognition from both an occupant health and safety and sustainable building system perspectives for many of the reasons already discussed.

**Figure 1. Comparing building certification systems performance on pandemic-resistant categories<sup>54</sup>**



## Sport and Recreation Facilities and Environmental Sustainability

By nature, sport and recreation facilities are utility intensive and they should be designed in manners that confront their environmental impact.<sup>55</sup> Cost savings have tended to be the primary driver of sustainable practices and often require political and financial support. Facilities that have adopted environmentally friendly practices can actually help drive other sustainability initiatives in the surrounding community.<sup>56</sup> Considerations such as bike racks, sensors, staff training and recycling programs may seem minor, but they can also reduce a facility's environmental impact and promote environmentally sustainable behaviours.<sup>57</sup>

Energy needs of these facilities can be classified as lighting, air-handling, water pumping, hot water and motive power.<sup>58</sup> Designers should consider each of them to improve a facility's environmental impact. For new facilities, architects should consider selecting environmentally conscious building material (i.e. recycled plastics), energy and water conservation systems, high efficiency air handling systems, automating building control systems and natural lighting.<sup>59</sup> To implement green practices in existing facilities, designers can consider improving insulation, upgrading windows, high-energy efficient lighting, motion sensors, and upgrading the larger building systems (i.e. air handling) with energy efficient technology.<sup>60</sup>

<sup>51</sup> Pinheiro & Luis, COVID-19 could leverage a sustainable built environment, *Sustainability*, 2020, 5863

<sup>52</sup> McArthur & Powell, Health and wellness in commercial buildings: Systematic review of sustainable building rating systems and alignment with contemporary research, *Building and Environment*, 2020, 106635.

<sup>53</sup> Awada et al., Ten questions concerning occupant health in buildings during normal operations and extreme events including the COVID-19 pandemic, *Building and Environment*, 2021, 107480.

<sup>54</sup> Tleuken et al., Readiness assessment of green building certifications for residential buildings during pandemics. *Sustainability*, 2021, 132-144.

<sup>55</sup> Mallen & Chard. "What could be" in Canadian sport facility environmental sustainability, *Sport Management Review*, 2012, p. 230-243.

<sup>56</sup> Kelly. *The role of sport in advancing environmental sustainability: A case study of community level hockey facilities in Ontario, Canada*, Unpublished Masters Thesis, 2020.

<sup>57</sup> Stinnet & Gibson, Sustainable facility development: Perceived benefits and challenges, *International Journal of Sustainability in Higher Education*, 2016, p. 601-612.

<sup>58</sup> Artuso & Santiangeli, Energy solutions for sports facilities, *International Journal of Hydrogen Energy*, 2008, p. 3182-3187.

<sup>59</sup> Kim et al., Green building strategies for LEED certified recreation facilities, *Journal of Green Building*, 2017, p. 149-166.

<sup>60</sup> Gibson et al., Green design and sustainability in sport and recreation facilities, *The SMART Journal*, 2008, p. 26-33

## Appendix D: Engagement Participants

In collaboration with City staff, numerous community groups, stakeholders, and potential partners were shortlisted to participate in engagement discussions pertaining to PRC redevelopment. The following groups and organizations participated in this engagement work through various tactics that were employed.

### Community Group Participants

1. Kelowna Canadian Italian Club
2. Market Vendor
3. People in Motion
4. Wheelchair Rugby
5. Kelowna Aquajets
6. Kelowna Ogopogo Swim Club
7. Kelowna Dolphins Synchro Club
8. Kelowna Spring Diving Club
9. T2 Volleyball Club
10. Okanagan Volleyball Association
11. Okanagan Athletics Club
12. Kelowna Badminton Club
13. Kelowna Minor Basketball Association
18. Kelowna Mens Soccer League
19. Kelowna Minor Fastball
20. Kelowna Minor Football Association
21. Kelowna Minor Lacrosse
22. Kelowna Netball Club
23. Kelowna Springboard Dive Club
24. Kelowna Triathlon Club
25. Kelowna Ultimate Players Society
26. Kelowna Water Polo Club
27. Ogopogo Summer Swim Club
28. Okanagan Athletics Club
29. Okanagan FC
30. Okanagan Freestyle Fencing
31. Okanagan Gymnastics
32. Okanagan Mainline Football Society
33. Okanagan Masters Swim Club
34. Okanagan Rattlers
35. Okanagan Tennis Association
36. Okanagan Volleyball Association
37. Pallavolo Sports
38. People in Motion - Okanagan Thunder Wheelchair Basketball Club
39. Pickleball Kelowna Club
40. Special Olympics Swimming
41. T2 Volleyball Club
42. Table Tennis Competitive Group
43. Thompson Okanagan FC
44. UBC Okanagan Heat Athletics & Recreation

### Community Group Survey Participants

1. Accessible Okanagan
2. Canucks Autism Network
3. Central Okanagan Rugby Enthusiasts
4. Central Okanagan Wrestling Association
5. Community Recreational Initiatives Society
6. COYSA (Central Okanagan Youth Soccer Association)
7. Energy Volleyball Club
8. Kees Tae Kwon Do
9. Kelowna 35 Recreational Basketball League
10. Kelowna Aquajets Swim Club
11. Kelowna Badminton Club
12. Kelowna College Basketball Society running Okanagan College Basketball Program
13. Kelowna Dolphins Artistic Swimming
14. Kelowna Farmers & Crafters Market
15. Kelowna Judo Club
16. Kelowna Kendo Club
17. Kelowna Lawn Bowling Club

## Community Group Survey - Gymnasium Users

1. Canucks Autism Network
2. Central Okanagan Wrestling Association
3. COYSA (Central Okanagan Youth Soccer Association)
4. Energy Volleyball Club
5. Kelowna 35+ Recreational Basketball League
6. Kelowna Badminton Club
7. Kelowna College Basketball Society running Okanagan College Basketball Program
8. Kelowna Lawn Bowling Club
9. Kelowna Netball Club
10. Okanagan Athletics Club
11. Okanagan Freestyle Fencing
12. Okanagan Rattlers
13. Okanagan Volleyball Association
14. Pallavolo Sports
15. People in Motion - Okanagan Thunder Wheelchair Basketball Club
16. Pickleball Kelowna Club
17. T2 Volleyball Club
18. Table Tennis Competitive Group

## Community Group Survey - Aquatic Users

1. Canucks Autism Network
2. Kelowna Aquajets Swim Club
3. Kelowna Dolphins Artistic Swimming
4. Kelowna Springboard Dive Club
5. Kelowna Triathlon Club
6. Kelowna Water Polo Club
7. Ogopogo Summer Swim Club
8. Okanagan Masters Swim Club
9. Special Olympics Swimming







