



Date: October 6, 2008

TO: Board Members - Parks and Recreation
FROM: General Manager - Parks and Recreation
SUBJECT: Vancouver Sport Strategy Implementation Plan

RECOMMENDATION

- A. *THAT the Board approve the Vancouver Sport Strategy Implementation Plan, endorse a request to Council for \$100,000 in additional funding, and subject to Council's approval of funding and classification by the General Manager of Human Resources create a Sport Coordinator position.***
- B. *THAT the Board authorizes staff to seek additional funding support from other levels of government and participating organizations for the implementation of this initiative.***

POLICY

In May 2008 the Park Board and Council approved the Vancouver Sport Strategy (VSS) and directed staff “to conduct further consultations with sport stakeholders and the broader community, and report back later in 2008 with a detailed implementation plan, including Operating and Capital resource requirements, funding strategies and timeline”.

The Global Budget arrangement with the City allows the Board to establish staff positions at its discretion if funds are in place.

BACKGROUND

The Sport Strategy is a guide to the City's future initiatives and engagement with sports programs, facilities and events. Within the framework of the *Canadian Sport for Life* model, the VSS identifies six strategic goals for achieving success in developing sport in Vancouver.

As discussed below, Park Board staff have engaged stakeholders from the sport community and have developed an implementation plan with associated funding requirements, including a reallocation of resources for Board consideration in the 2009 Operating Budget.

DISCUSSION

The City of Vancouver has adopted a progressive sport policy. Vancouver is the first municipality to formulate a sport strategy within the *Canadian Sport for Life* framework, which will shape future initiatives with sport programs, facilities and events. Park Board and Council are now asked to invest further in the implementation phase of the strategy by providing program funding support.

Following the VSS approval, the Vancouver Park Board took a leadership role while developing the implementation plan. An interim Sport Strategy Coordinator was assigned, who brought together key stakeholders from the sport community to provide input on the development of the plan.

Through the planning and consultation process, significant progress was made on the most crucial objective of the strategy, which is “strengthening interaction”, among sport stakeholders. Some key actions taken include:

- discussions with Vancouver Active Communities Network to frame collaboration
- research of existing sports councils in other jurisdictions
- recruitment of a chairperson for the future sport network
- expert advice from experienced professionals regarding sport council development
- consultations with the VSS Review Group on the draft implementation plan
- a *Sport Summit* to gain input from key members of the sport community

The inaugural Sport Summit was held September 24, 2008. Twenty-seven representatives from clubs, associations, institutions, and government offices gathered to discuss the VSS strategic goals, recommendations and priorities, consider the establishment of a Vancouver Sports Network including its role, structure and possible governance structure, and discuss moving the planning process forward. In addition, nine representatives confirmed their immediate interest in participating on the initial set-up of the Sports Network.

The creation of a multi-stakeholder advisory body to be named the Vancouver Sport Network or VSnet is an integral component of the VSS. VSnet will include representatives from the Vancouver sport community, and have a mandate to oversee the implementation of the Sport Strategy. It will also advise on sport-related policy and facility and programming priorities. Given that the network will develop over time, establishing a good terms of reference for VSnet at the outset will be a priority.

VSnet will coordinate its actions and be integrated with the Vancouver Active Communities Network (VACnet), since the latter organization already links many of the key stakeholders, for the implementation of the Sport Strategy. Opportunities also exist for information and resource sharing between VACnet and VSnet. The precise structural relationship between VSnet and VACnet is yet to be determined, but care will be taken that VACnet’s specific goal of increasing physical activity levels of Vancouver’s citizens and employees is sustained and not supplanted by the pursuit of VSS objectives.

This report seeks the approval of the Park Board to advance the VSS in the manner described. In particular, implementation will require the allocation of \$140,000 from the existing Park Board budget, as well as new funding to be requested of Council.

The following chart outlines the related resources and cost estimates. It is noted that the efforts to-date of Park Board staff involved in creating the implementation plan for the Sport Strategy have been accomplished within the scope of the existing Park Board operating budget.

Vancouver Sport Strategy	
Funding Requirement – 2009	
Park Board support from within the operating budget	
Stanley District Staff (4 staff at 25%)	\$105,000
Planning Staff	\$20,000
General Administrative, IT/Web, Communications	\$15,000
Total Reallocation	\$140,000
Council Funding Request (new)	
Recreation Coordinator (full-time, Pay Grade 25, including fringe benefits) (subject to review by GM of HR)	\$80,000
To support communication and marketing, facilitate sessions and workshops, and provide additional IT/web support.	\$20,000
Total New Funding Request	\$100,000

Staff will also seek additional funding and resources from other levels of government and partnering organizations to assist with the implementation of this initiative.

The following section provides details of the implementation plan, which is framed around the six strategic objectives and the associated recommendations outlined in the Sport Strategy. The time frame for substantially completing the following objectives ranges from three months to two years. The first step for accomplishing each objective is to assemble an action-team, comprised of 5-7 stakeholders, committed to working on each initiative.

Six Strategic Goals of the Vancouver Sport Strategy

(1) *Strengthened Interaction: Develop a coordinated approach to sport development in Vancouver, with all stakeholders committed to partner-based leadership, effective connectivity, and open communication.*

The Vancouver Park Board will assign staff to support the implementation of the VSS. A full-time “Sport Strategy Coordinator” will bring key stakeholders together to increase interaction and collaboration, coordinate auxiliary administrative support and identify resources for success.

The Sport Strategy Coordinator will recruit stakeholders from the sport community to create a multi-stakeholder advisory body called the Vancouver Sports Network or VSnet. VSnet will steward the implementation of the VSS and advise on sport-related policy as well as facility and programming priorities. To be successful, it will need to be supported and recognized as the voice of the sport community.

Next, a “Strengthened Interaction” action-team will be struck, with the primary objective of developing a clear mandate, drafting a terms of reference, and establishing a governance structure for VSnet.

Once established, the team will begin work on increasing the interaction and collaboration among the various levels of government, organizations and institutions that play a role in the delivery of sport in the City of Vancouver.

The other priority tasks that this team will accomplish within the first two years include:

- coordinating an annual Sport Summit event designed to celebrate achievements, enhance awareness, and recruit new members to VSnet; and
- develop a website and resources to promote communication and exchange of information between members.

(2) *Physical Literacy for All: Support all children, from all segments of Vancouver to possess movement, sport and decision-making skills to enjoy sport and physical activity for life.*

Concerned stakeholders, such as the Vancouver School Board and MoreSports, will be invited to participate on a “Physical Literacy” task team.

This group will begin by raising awareness for *Canadian Sport for Life* and the concept of Physical Literacy, to educate groups that engage children in different forms of physical activity. VSnet will assist in the coordination of training opportunities that uphold modern-day programming standards, using successful models such as: Coaching Association of Canada’s fundamental movement skill development model, Equitas’ Play it Fair, Hi-Five Principles of Healthy Child Development, Respect Ed, Respect in Sport, True Sport, MARS, and LEAP BC.

The task team will also develop a comprehensive action plan with the goal of ensuring that children from all areas of Vancouver have equitable opportunities to engage in sport and physical activity and subsequently to progress to Active for Life and/or Excellence participation levels. The action plan will require inter-agency cooperation to promote inclusion, participation, coordinate information sharing, and shared resources through existing community centre and neighbourhood “hub” systems.

In addition, this group will conduct research to track Physical Literacy outcomes in the City. Existing research will be used as a baseline, and current physical activity data will be compared by monitoring and recording participation by children in organized clubs, activities, and events.

(3) Active for Life: All Vancouver citizens, regardless of age, ability, physical capabilities, economic status, gender, culture, language and location are aware, are connected and able to access the places and conditions that support structured and unstructured sport activity.

Staff will work closely with the Vancouver Active Communities Network (VACnet) to create an “Active for Life” task team within VSnet.

The Active for Life task team will build upon the Active Communities plan to develop long-term objectives for expanded, enriched and more varied opportunities for Active Living across Vancouver.

The Active for Life team will conduct research to identify existing barriers to activity as well as possible solutions, and develop and support public awareness programs to increase opportunities to engage in sport and active living. These efforts will include collaboration with cultural and community leaders.

The committee will also work with stakeholders to track levels of Active Living for Life sport participation in Vancouver.

(4) Enhanced Excellence: The Vancouver sport community is integrated and sustains a pool of athletes, coaches, officials, clubs and training centres, systematically achieving results at provincial, national and international competition through fair and ethical means.

Principal stakeholders, such as UBC and Canadian Sport Centre Pacific, will be invited to participate on an “Enhanced Excellence” action team.

This group will build partnerships with senior levels of government, high performance sport organizations and clubs to create mutually beneficial synergies between the Excellence Pathway and Physical Literacy/Active for Life participation.

The Enhanced Excellence team will embark on developing a regional Excellence Action Plan. Representatives from neighbouring Metro Vancouver jurisdictions will be invited to discuss and collaborate in establishing respective priorities for sport excellence development and to explore funding opportunities.

The action team will also seek ways to improve service delivery and add value to partnerships between the City, Park Board and School Board. Areas to be reviewed include administration, coaching, officiating, organizational development, communications and promotions.

A communications plan will be developed to celebrate the achievements and dedication of local athletes. Forums will include events, web postings, as well as promotions within sports facilities.

Finally, this group will work with select stakeholders, such as Sport BC and the Canadian Sport Centre Pacific, to establish a baseline and continue to monitor competitive performance results for carded athletes living and/or training in Vancouver.

(5) Quality Facilities for Participation and Performance: A diverse range of accessible and welcoming facilities will encourage all Vancouverites to pursue sport at any level of the Canadian Sport for Life model: Physical Literacy, Excellence and Active for Life.

The Sport Strategy Coordinator will invite facility managers, City Planning staff, program providers to unite and create a “Quality Facilities” task team within VSnet.

Information on public sports facilities, including capacity and utilization rates, will be consolidated into a single GIS-based inventory and maintained as an ongoing reference to guide future investment priorities as well as use allocation decisions. This task will be completed through consultation between the Quality Facilities task team and Park Board Planning staff.

The Quality Facilities team will analyse Vancouver’s entire sport facility base and identify gaps, challenges and opportunities with regards to facility development and renewal. This group will also host public workshops to discuss investment priorities that will achieve maximum benefit for the City.

The Quality Facilities task team will identify and make recommendations to VSnet on the feasibility of partnerships with various levels of government, foundations, and the private sector in developing sport and recreation infrastructure.

This group will also support the ongoing development and implementation of centralized booking for Park Board and School Board facilities and expand the system over time to link with other service providers.

(6) Recognition as a Premiere Event Destination: To have Vancouver recognized for strategically hosting events of all types which support tourism, economic and sport development, while leaving social and community legacies.

The Sport Strategy Coordinator will work with partners including those on the Sport Tourism Task Force to develop a Sport Event Hosting Plan for Vancouver, focused on achieving lasting legacies in the areas of economic and sport development as well as community building.

A key component of the Sport Event Hosting Plan will be to build a network of event organizers and establish a database of volunteers and other resources to improve event coordination and streamline preparations.

The Coordinator will also seek to align civic support of sport hosting events with priorities based on the vision and strategic goals of the VSS and the Sport Event Hosting Plan.

An integrated planning approach will be established with other Metro Vancouver jurisdictions for the hosting of major events, with specific reference to the comparative advantages and asset base of each municipality.

Finally, the Coordinator will research best practice examples from other parts of the world and help VSnet to foster successful partnerships between public and private sectors which maximize the benefits of hosting events.

FINANCIAL IMPLICATIONS

This plan identifies a funding reallocation in 2009 of \$140,000 for net operating costs relating to the initial year of implementation of the Sport Strategy. These resources along with the requested \$100,000 from Council, will provide the necessary managerial, administrative, and coordination support.

Implementation of the VSS may in future give rise to consideration of capital projects beyond what is envisioned in current Park Board long-range renewal and new facility development plans. These would mainly be connected with the construction or upgrading of facilities to accommodate training at the level of excellence and to the requisite standards for hosting major events. The first priority would be to pursue capital funding in the context of partnerships with senior governments, foundations and corporations, before seeking Capital Plan support.

The 2009–2011 Capital Plan includes funding for facility improvements which are consistent with recommendations identified in the VSS.

SUMMARY

The Vancouver Sport Strategy maps out an ambitious course for the City of Vancouver that will lead to improved opportunities for all residents to participate in quality sport programs, events and facilities.

Success will result from an integrated, action-oriented approach, undertaken by the City in partnership with leaders in the sport community. The Board is asked to approve the Vancouver Sport Strategy Implementation Plan, and the creation of a Sports Coordinator position, subject to funding of \$100,000 from City Council and classification by the General Manager of Human Resources.

Prepared by:

Stanley District, Recreation Services
Vancouver Board of Parks and Recreation

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