



CITY OF VANCOUVER

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POLICY REPORT RECREATION

Report Date: May 01, 2008
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Meeting Date: May 13, 2008

TO: Vancouver City Council

FROM: General Manager, Park Board in consultation with the General Manager of Olympic and Paralympic Operations

SUBJECT: Vancouver Sport Strategy

RECOMMENDATION

- A. THAT Council adopt "Vancouver Sport for Life," the Vancouver Sport Strategy (VSS) as a guide to the City's future initiatives and engagement with sport programs, facilities and events.
- B. THAT Council direct 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.

GENERAL MANAGER'S COMMENTS

The General Manager of Parks recommends APPROVAL of A and B.

CITY MANAGER'S COMMENTS

The City Manager recommends approval of this report and the proposed Vancouver Sport Strategy, noting that the major impetus for development of a civic sport strategy was the awarding of the 2010 Olympic and Paralympic Winter Games to Vancouver. The Sport Strategy supports the Strategic Objective for "Sports and fitness legacies" (5.2) in the City of Vancouver 2010 Olympic and Paralympic Winter Games Strategic Plan: "The City will design

venues, develop programs and make alliances that ensure substantial sport and fitness legacies are enjoyed by the citizens of Vancouver long past 2010."

Attention will need to be given, in implementation planning, to City processes for resolution of competing interests in the context of limited physical and financial resources, both to address the wide spectrum of sports and recreational interests (e.g. passive recreational, youth participation, elite competitive sports, etc.), and to address other important public benefit interests (e.g. land for other civic facilities and schools, funding for childcare, libraries, non-market housing, etc). Typically the resolution of these matters occurs through capital plans, community plans such as Visions, neighbourhood centre plans, community amenity plans, major projects planning and rezonings. Recent experience points to the value of an integrated approach to meeting a variety of needs resulting in, for example, multi-purpose designed and operated facilities. A clear understanding is required regarding how implementation of the Vancouver Sport Strategy will dovetail with these broad city and community planning processes.

COUNCIL POLICY

On July 13, 2006, Council approved the development "of a comprehensive Sport Strategy to guide the direction of sport infrastructure, programming and support for events, to be developed in conjunction with the sport community, sport tourism stakeholders and other groups and that the Board of Parks and Recreation be requested to lead and facilitate the project and report back with details on resources and funding required to complete the study."

Subsequently, on October 30, 2006, Council approved an Administrative Report entitled "Vancouver Sport Strategy: Resources and Funding Required" and later approved funding of \$150,000 for development of the Sport Strategy in the context of the 2007 Interim Operating Budget.

In 2004, Council approved a policy statement in support of celebrations, sporting events and special events: "Council welcomes celebrations and special events for their contribution in making Vancouver a vibrant City, in reflecting our cultural diversity and neighbourhood character, and for the economic, cultural and recreational benefits they bring to the City. Council supports the facilitation of these events by staff, encourages mitigation of short-term disruptions in neighbourhoods and encourages citizens to welcome these activities and to participate in them."

On July 13, 2006, Council approved a Sport Hosting Policy Statement: "The City of Vancouver will consider opportunities to support sporting events that have the potential to bring significant direct and/or indirect economic, social, health and community development benefits to Vancouver, advance civic priorities and/or ensure needed legacies."

PURPOSE

This report provides an overview of the proposed Vancouver Sport Strategy (attached as Appendix A; limited distribution; on file in City Clerk's Office) and highlights the implications of the Strategy with respect to the City's engagement with sport.

BACKGROUND

Over the past few years, the City has expanded its engagement with sport and sporting events. The most obvious impetus for doing so was the 2003 selection of Vancouver as a host city for the 2010 Olympic and Paralympic Winter Games. Since the awarding of the Games, Council has several times expressed an interest in approaches and incentives to encourage sport hosting events in Vancouver and in raising the City's sport profile generally.

In 2004, sporting events began to be explicitly merged with other special events, festivals and celebrations with respect to civic policy development and administrative processes. The City entered a partnership with HostingBC, working with the Province, VANOC, 2010 LegaciesNow, to coordinate support for sport hosting, including Olympic test events. In 2007, the City established its own Sport Event Hosting Grant program to support large scale events not eligible for funding through the HostingBC programme.

The Active Communities Plan, approved by Council in September 2006, outlines actions the City will undertake to achieve its commitment to increasing physical activity among citizens and employees through the "20% More By 2010" challenge. This initiative is being led by Park Board, in partnership with the Vancouver Active Communities Network (VACnet), composed of a wide range of government, non-profit and private sector organizations in the health, fitness and sport domains.

Launch of the Sport Strategy Initiative

In 2006, staff proposed the development of a comprehensive sport strategy, with "broad community consultation," and "involvement of the local sport community, key stakeholders and other organizations such as the Vancouver School Board, local colleges, universities and membership based clubs." "Key areas of focus to include:

- Inventory and assessment of sport facilities such as gymnasias, fields and tracks
- Innovations for potential facility development funding models
- Inventory of local skill development and participation programmes
- Coordination of permitting to maximize utilization
- Sport Event Hosting capability and coordination
- Communication and networks of various sport groups
- Planning for growth."

The aims of the sport strategy initiative, as outlined in a follow-up Staff Report, were to provide: (a) an overview of the entire continuum of sport in Vancouver: (b) a baseline of current City and Park Board involvement with sport (clarifying the respective roles of both bodies); (c) analysis and policy recommendations focused on those aspects of sport where the city would have the means and the authority to make a positive contribution, and where identifiable benefits to the city are most likely to be realized: and (d) a strategy and sequence for the implementation of proposed actions and policies. 2015 was proposed as a planning horizon, so that the Strategy could project a trajectory for sport development in the City beyond the Olympics.

Council directed that the Vancouver Sports Strategy consider the formation of a permanent multi-party sport authority in Vancouver; that alternative sources of funding be sought to assist in the development of the Vancouver Sports Strategy; and that regional strategies in communications also be pursued.

Project phases

Upon project budget approval by Council in April 2007, award of contract was made to Citius Performance Corporation, heading a multi-disciplinary sport consultant team, to develop the strategy. An initial meeting with staff clarified project objectives, and thereafter ongoing direction to the consultant team was provided by a project Steering Committee of Park Board Staff. A staff project manager liaised between the consultant group and the Steering Committee and various other Park Board staff provided project assistance on an ongoing basis.

The consultant team engaged with sport stakeholders throughout the project. Representatives from a cross section of sport related organizations were invited to an initial scoping session on June 21, 2007 to share their vision of sport in Vancouver, advise on the key issues the Sport Strategy should address, identify key challenges and opportunities, and to target key individuals and stakeholder groups for consultation regarding the scope and framework of the Vancouver Sport Strategy. Out of this session emerged a nine-member Review Group, representing sport organizations in Vancouver, which acted as a sounding board at key milestones as the project unfolded.

Consultations were undertaken with leading sport specialists, during June and July 2007, to identify data sources, refine the scope of the strategy and solicit feedback on the concept of integrating the *Canadian Sport for Life* model in a municipal framework. The consultant team also accessed quantitative and qualitative data from a number of other sources and identified best practices, from Canada and the UK, of municipal engagement in sport, including sports governance models. Based on research findings, along with project objectives articulated in the Council reports, input from the initial scoping session and the expertise of the consultant team, an initial outline draft of the Vancouver Sport Strategy was prepared as a framework for subsequent consultations.

Several methods were used in the consultation phase to gather feedback. 142 people from 120 organizations with a direct interest in sport were invited to take part in focus group sessions concentrating on the themes of Excellence, Active for Life - Competitive Sport and Physical Literacy, which were conducted in August and September 2007. A total of 26 individuals attended these sessions. To capture input from individuals and organizations unable to participate in the focus groups, two online surveys were conducted, one specific to sport organizations, the other targeting the general public. Thirty-three sport organizations completed the first survey, while the second generated 133 responses from the public.

Management staff from nine Metro Vancouver municipal Parks and Recreation departments took part in a separate focus group held in October 2007. This session, dedicated to hearing regional perspectives on the Sport Strategy, revealed a unanimous interest in pursuing regional strategies for communication and future collaboration on sport initiatives.

As the Sport Strategy began to take shape, workshops on the evolving draft were conducted with the project Review Group on September 18 and November 5, 2007. The draft strategy was also reviewed November 6th in a civic focus group encompassing representation from the City, Parks, VSB and UBC. City staff from the Special Events Office, Community Services: Current Planning and Social Planning, Corporate Services: Budgets and Risk Management were in attendance. A workshop for Councillors, Park Board Commissioners and School Board

Trustees was held on November 22nd to brief the elected officials on the *Canadian Sport for Life* model, which is the conceptual framework for the proposed Sport Strategy, and on parallel policy initiatives regarding sport in other jurisdictions.

To facilitate the development of the sport strategy, a dedicated webpage was set up on the Park Board website: <http://www.vancouver.ca/parks/info/strategy/sportstrategy/index.htm>. This page documents the process of VSS development and contains supplemental resource materials generated through the project for subsequent phases of detailed planning and change implementation. It will be sustained in the future as an ongoing resource and information centre for the Sport Strategy.

DISCUSSION

"Vancouver Sport for Life," the Vancouver Sport Strategy appended to this report will, if approved, help define civic policy in an area where such guidance is largely absent. The strategy lays the groundwork and, in particular, provides two key building blocks for detailed planning to follow:

Canadian Sport For Life

Firstly, the VSS introduces a conceptual framework which links sport, recreation and active living as components of a greater whole. This is the *Canadian Sport For Life* (CS4L) model, referred to more generally as Long Term Athletic Development (LTAD), which in recent years has been adopted as a common frame of reference by the Federal and Provincial governments, by National and Provincial Sport Organizations (NSOs and PSOs) and by a range of other agencies in the realms of sport, fitness and recreation. The Vancouver Sport Strategy represents one of the first applications of *CS4L* in municipal policy-making.

This widespread adoption of *CS4L* manifests a significant paradigm shift. In the past, sport and recreation interests have operated largely independent from one another. Practitioners on both sides have tended to regard the interests of the other as incidental, if not antithetical to their respective mandates. Recreation services, mainly delivered at the municipal level, are oriented to maximum inclusion, providing for children's play, active living, social connection, fitness and fun. Sport is in the program mix with the view that all who wish to participate should have opportunity do so. The development of athletic proficiency is not a primary consideration; indeed provision for sports at an "elite" level is often seen as an excessively costly undertaking, drawing resources from the many to serve the few.

The primary concern of organized sport, traditionally, has been improved athlete performance leading to podium finishes at national and international sport events. The number of participants progressively narrows in the pursuit of this objective. The primary engagement has been with senior governments and/or the private sector through national and provincial sport organizations. Senior governments also have an ongoing interest in promoting health, fitness and active living for the populace at large, but this interest has not in the main been addressed within sport portfolios.

The development of the *CS4L* model reflects, in part, a growing awareness that the separation of the sport and recreation realms operates to the disadvantage of both. Now, potential cross-connections and inter-dependencies between sport and recreation are brought to the forefront: Sport excellence draws crucial support from an active populace taking on roles as event officials and volunteers, or as informed and enthusiastic spectators. Excellence path athletes lead, coach and inspire the rest of the populace to participate in physical activity to the best of their ability, and sooner or later, after pursuing podium performances, these athletes themselves transition back to being active for life. Analogous to the development of reading and writing skills, appropriate sports programming for children builds their physical literacy, preparing them for active living as adults or, should they so choose, pursuit of athletic excellence.

These interactions between physical literacy, active living and sports excellence have profound implications for civic service provision and facility development. Park Board community centres, pools, rinks, playing fields and other recreation facilities may in future become sites of interactivity between high performance athletics, active living programming for adults and physical literacy development for children. The design and construction of new facilities, and the renewal of existing ones, would accommodate a wider range of uses, always ensuring that the achieved benefits for the population at large are commensurate with the civic investment. Such an expanded scope of service also implies connections to be made and partnerships established such that resources can be pooled and efficiencies achieved. The outcomes should be mutually beneficial to sport and to the City.

A Multi-Party Sport Advisory

The second key building block proposed is the creation of a body, tentatively called the Vancouver Sport Network (VSnet), to steward implementation of the Sport Strategy and advise on sport related matters generally, including priorities for sport hosting, facility development and programming. VSnet would be composed of representatives of a cross-section of sport-related organizations in the City, balanced between provider agencies and end-users of facilities and services. VSnet would provide the City's sport community with a context to link together and engage in a productive and ongoing dialogue with City government, through Park Board, to City Council. VSnet member organizations would be required to adopt *CS4L* principles and adhere to standards for coaching certification, safety and ethical conduct.

The idea of VSnet was inspired by the example of VACnet which, as noted above, was set up to support the Active Communities initiative and to follow through on the "20% more by 2010" challenge. Since its formation, VACnet has demonstrated an interest in a broad range of sport related matters, and has been involved in and keenly supportive of the development of the Sport Strategy. As well, the composition of VACnet very closely matches the interests which should be represented in a body such as VSnet. Staff have had preliminary discussions with VACnet and have confirmed their preparedness to take on the role and responsibilities described for VSnet. There is general agreement that this course of action is much preferable to essentially creating a duplicate organization.

Becoming the champion and steward of the Vancouver Sport Strategy will require VACnet to restructure and repurpose itself to some extent. As well, however constituted, VSnet will likely evolve through time to seek a more formal mandate and procedural practices. These developments would be subject to future report to Park Board and Council.

Key Findings

The primary importance of the groundwork described above reflects the prevailing conditions affecting sport in the City, as revealed during the consultation phase of the project. The following observations were confirmed several times in discussions with individuals and organizations in the sport community:

- There are strong advocates for sport in Vancouver, but no one voice speaks for sports interests as a whole. As a result there is a lack of coordination of programming and events between and, at times, within sport sectors.
- There is a perceived disconnect between the interests and requirements of sport and the receptivity and support of city government, including Park Board. Knowledge of civic services and how to obtain them is unevenly distributed, resulting in inequities in access to services.
- There is support for broader partnerships in the delivery of sport in Vancouver, particularly linking the City and Park Board with the Vancouver School Board and the University of British Columbia.
- The Vancouver Sport Strategy initiative is widely supported, and seen as a commitment by the City and the Park Board to making positive changes.

Strategic Goals of the Vancouver Sport Strategy

At the heart of the Vancouver Sport Strategy are six strategic goals and associated recommendations, in response to which a detailed implementation plan will be framed. The strategic goals are:

- (1) *Strengthened Interaction:* A coordinated approach is taken to sport development in Vancouver, with all stakeholders committed to partner-based leadership, effective connectivity, and open communication.
- (2) *Physical Literacy for All:* All children, from all segments of Vancouver, possess movement, sport and decision making skills to enjoy sport and physical activity for life.
- (3) *Active For Life:* All Vancouver citizens, regardless of age, ability, physical capabilities, economic status, gender, culture, language and location are aware, connected and able to access the places and conditions that support structured and unstructured sport activity
- (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. Vancouver is recognized for strategically hosting events of all types which support tourism, economic and sport development, while leaving social and community legacies.
- (5) *Quality Facilities for Participation and Performance:* A diverse range of accessible and welcoming facilities encourage all Vancouverites to pursue sport at any level of the Canadian Sport for Life model: Physical Literacy, Excellence and Active for Life.

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

Desired Outcomes

The strategic goals in the Vancouver Sport Strategy are predicated on achieving a number of positive outcomes, which were enumerated in the terms of reference for the project as follows:

- a) Expand participation by Vancouver residents in organized sports, and enhance the experience of participants as athletes, volunteers and spectators.
- b) Increase the number, quality and profile of sport competitions and events hosted by Vancouver.
- c) Determine how civic support and investment will be directed towards sport, and coordinate the City's areas of focus with those of other municipalities within the Region and with locally active agencies concerned with sport.
- d) Ensure that the policies and practices of sport groups supported by the City (e.g., through funding or access to facilities) meet acceptable standards with respect to coach training, age-appropriate activities, inclusion and ethical conduct.
- e) Ensure that existing public facilities in the city are used to their full potential for sport training and events, without displacing other valued uses.
- f) Identify priorities for upgrading or building new facilities and investment in programs to support the above goals.
- g) Establish the resources and/or organizational structures needed to follow through on directions established by the Sport Strategy and to ensure its regular review and updating in response to growth, innovations and evolutionary processes in sport.

FINANCIAL IMPLICATIONS

This report requests that Council adopt the Vancouver Sport Strategy and direct Park Board staff to report back to Council with a detailed implementation plan and resource requirements. Preliminary analysis indicates that implementation of the VSS will have both operating and capital cost implications.

Potential operating costs would mainly involve staff and technology supports for program development and delivery, training, improved allocation/booking systems, sport event data collection and evaluation and the formation of best practice partnerships. The first recourse would be to address these needs through existing Parks Operating budget reallocation coupled with contributions from partner agencies.

The VSS may also 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. Again, the first priority would be to pursue capital funding in the context of partnerships with, for example, senior governments, foundations and corporations, before seeking Capital Plan support.

Given approval of the Vancouver Sport Strategy, a detailed implementation plan will address each of the VSS strategic goals, including ongoing staffing requirements, operating and capital budget implications, and funding strategies will be reported back to Park Board and Council.

IMPLEMENTATION PLAN

Upon approval of the Sport Strategy, the first implementation steps are as follows:

- Referral of the Vancouver Sport Strategy to the Vancouver Active Communities Network (VACnet), with staff facilitation, to determine how to reconstitute itself as a steward and champion of VSS implementation.
- Action plan development on each of the VSS strategic goals, with input from sport stakeholders, staff and the broader public generated through workshop formats and via the Park Board website.
- Reporting back to Council, via the Park Board, on action plans and resource needs in the context of a detailed implementation plan.

CONCLUSION

Council is asked to endorse "Sport for Life," the proposed Vancouver Sport Strategy as the basis of defining the City's relationship with sport and for future planning in relation to sport programs, facilities and events. The creation of a sport advisory body (VSnet) is proposed, with the Vancouver Active Communities Network identified as prepared and able to re-organize itself to take on this role. Further consultation will take place with sport stakeholders and the broader community, and a detailed implementation plan will be reported back to Park Board and Council.

* * * * *



Vancouver Sport for Life

Vancouver Sport Strategy





Vancouver Sport Strategy

April 28, 2008



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1.0 Executive Summary

From our ocean playground to Olympic venues, the Vancouver Sport Strategy (VSS) reflects our City and its citizens - dynamic, progressive and forward-looking. It provides a roadmap for the way ahead in sport for all Vancouver residents and charts a course for a new approach to sport in our communities – *Sport for Life*.

The VSS represents the culmination of a year of community consultation that included input from Vancouver leaders in sport. The Vancouver Park Board and the numerous agencies and individuals dedicated to ensuring that sport is enjoyed in neighbourhoods throughout the City played a pivotal role, providing

feedback that has shaped the strategic recommendations contained in this document. The process, like the VSS itself, was inclusive and innovative, creating opportunities for diverse partners to shape the policy framework and the strategies which will enable its successful implementation.

The VSS marks the beginning of a process to define the City's relationship with people who lead, volunteer, and participate in sport programs, events, facilities and key stakeholders involved in sport. Vancouver will be setting the standard as the first municipality to formulate a sport strategy within the *Sport for Life* framework.



2.0 Introduction

Within the framework of the *Canadian Sport for Life* Model, the VSS identifies six strategic goals that include detailed recommendations and outcomes for success in developing sport in Vancouver:

- 1

Strengthened Interaction

A coordinated approach is taken to sport development in Vancouver, with all stakeholders committed to partner-based leadership, effective connectivity, and open communication.
- 2

Physical Literacy For All

All children, from all segments of Vancouver, possess movement, sport and decision-making skills to enjoy sport and physical activity for life.
- 3

Active For Life

All Vancouver citizens, regardless of age, ability, physical capabilities, economic status, gender, culture, language and location are aware, connected and able to access the places and conditions that support structured and unstructured sport activity.
- 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.
- 5

Quality Facilities for Participation and Performance

A diverse range of accessible and welcoming facilities encourage all Vancouver residents to pursue sport at any level of the *Canadian Sport for Life* Model: Physical Literacy, Excellence and Active for Life.
- 6

Recognition as a Premier Event Destination

Vancouver is recognized for strategically hosting events of all types which support tourism, economic and sport development, while leaving social and community legacies.

2.1 Strategic Context

The VSS has been developed within the context of a number of key federal, provincial and municipal initiatives.

The VSS builds on the *Canadian Sport Policy*¹ endorsed by the federal, provincial and territorial governments, as well as the Province of British Columbia's *Policy on Sport and Physical Activity*.²

The VSS also responds to the 2005 call for leadership by the Big City Mayor's Caucus of the Federation of Canadian Municipalities (FCM), when they adopted the Active Cities Agenda in Vancouver. Further, the VSS provides specific plans for sport in response to the new demands anticipated as a result of the Active Communities Initiative (2006) and the *Active Communities Action Plan 2006 – 2010*.³



Consistent with the harmonized approach to policy and strategy development, another fundamental building block of the VSS is the ground-breaking concept of Long-Term Athlete Development (LTAD), known in Canada as *Canadian Sport for Life*.⁴ Vancouver will be setting the standard as the first municipality to formulate a sport strategy within the *Sport for Life* framework.

Within the *Canadian Sport for Life* philosophy sport, recreation and physical activity are all connected; therefore, the concerns of all levels of government. *Canadian Sport for Life* reframes sport as inclusive. In keeping with this philosophy the VSS lays out a strategy for all the City's sport stakeholders to join together to increase the health and wellness of Vancouver citizens by having more residents involved in higher quality sport.

FCM Big City's Mayors Caucus - Active Cities



Improve Infrastructure

Develop Policy

BC Policy on Sport and Physical Activity



Sport and Physical Activity For All

Opportunities to Achieve

¹ Sport Canada. (2002). *The Canadian Sport Policy*. (www.pch.gc.ca/progs/sc/pol/pcs-csp/2003/polsport_e.pdf).

² BC's Policy on Sport and Physical Activity Sport Branch Policy Framework. (www.tsa.gov.bc.ca/sport/docs/BC_Policy_final.pdf).

³ Active Cities: An Opportunity for Leadership by the Big City Mayors Caucus (November, 2005).

⁴ Balyi, I. et al. (2005). *Canadian Sport for Life*. Canadian Sport Centres. (www.ltad.ca).

2.2 Why was the Vancouver Sport Strategy Developed?

The VSS marks the beginning of a process to provide a framework for the City's role in sport. The vision of the VSS balances the pursuit of sport for its inherent value – for physical literacy, sport performance and participation – with what sport can contribute to development, sustainability, health and wellness within the City. Specific benefits to be derived from the development of the VSS include:

1. Framework for Partnership Leading to Health and Wellness Outcomes

The VSS breaks new ground in defining the City's relationship with sport and the people who lead, volunteer and participate in sport programs, facilities and events. Recognizing and building on the rich mosaic of sport organizations in the City, the VSS provides a framework for partnerships which will maximize the City's capacity to deliver health and wellness outcomes. The VSS will guide the City and its partners to increase the physical literacy of our children, the life-long physical activity of our residents and the excellence of our athletes.

2. Inclusiveness

One of the key objectives of the VSS is to build an inclusive sport community where all participants have access to welcoming, safe environments to strive for their desired goals in sport (whether it be for recreation, for self-development, or for excellence).

3. Sustain Recognition as a Premier Sports Destination

The VSS guides sport facility needs and outlines the requirements for Vancouver to sustain recognition as a premier sport event destination. Sports events constitute a substantial source of revenue for various cities across the world. As an Olympic City, a plan is required that will enable Vancouver to host international calibre events on a regular basis. Beyond economic benefits, sport events can also leave lasting social and health legacies. These legacies are evident in increased capacity of sport organizations, renewed facilities and civic pride.

4. Sport Has a Role in Community Building

In addition to the well documented benefits to physical health and wellness, sport contributes to social development. The VSS not only provides a model for increased participation in high quality sport but also establishes a platform for the strategic use of sport to build our communities.

The various goals, recommendations and desired outcomes of the VSS recognize the value sport has in the lives of all Vancouver residents, with the objective of inclusion regardless of age, gender, ability, or ethnicity.



3.0 Methodology

The VSS reflects a year of consultation with and input from Vancouver leaders in sport: the Park Board and the numerous agencies and individuals dedicated to ensuring that sport is enjoyed in neighbourhoods throughout the City. The process, like the VSS itself, was inclusive and innovative, creating opportunities for diverse partners to shape and direct the policy framework and the strategies which will enable its successful implementation.

In the project design, a number of methods were identified to gather broad-based feedback. These included workshop sessions, focus groups, online surveys and open houses. Ultimately, more than 50 organizations with a direct interest in sport were targeted to solicit their input.

Some of the key findings were:

- Participants asked for increased coordination between the Park Board and City staff.
- Participants saw the Vancouver School Board and UBC as potential partners in the delivery of sport in Vancouver, both in terms of programs and facilities.
- While the lack of facilities, their age and condition, were broadly identified as detriments to participation in sport, this issue was perceived by most as secondary. The discussion consistently returned to a lack of coordination among sport administrators as the key problem.

- Throughout the process a general frustration was expressed that responsibility for sport within the City is not clearly defined. Participants reported being shuffled between City and Park Board staff, or redirected to external organizations, when wanting to discuss sport related initiatives.
- In summary, the consultation found a high level of enthusiasm for the VSS, as it initiates a process for Vancouver to realize its significant potential as an active, healthy city and centre of sport excellence. Comprehensive details on the scope, methodology and summary findings of the experts' and public consultation process are available on the Vancouver Park Board website www.vancouver.ca/parks/info/strategy/sportstrategy/index.htm.



4.0 Environmental Assessment

This section examines the context in which sport opportunities are provided in the City of Vancouver. The first part deals with local, provincial and national trends that are relevant to the provision of sport programs and services in the City. A summary of current strengths, challenges and opportunities for the VSS follows.

4.1 Trends

There are a number of external initiatives that have had a significant impact on sport in the City.

- Awarding the 2010 Olympic and Paralympic Games to Vancouver (international)
- The introduction of the tax credit for sport programs (national)
- The creation of a large wellness initiative - ActNOW BC - aimed at promoting healthy lifestyle choices and environments (provincial)
- The development of Sports Tourism Plans in several Metro Vancouver and Fraser Valley Cities to attract sport events (municipal)

The impetus to create a civic Sport Strategy can also be seen as part of a nation-wide convergence between two sectors, sport and recreation, which in the past have been largely independent from one another. This is a North American phenomenon, where practitioners on both sides have tended to regard the interests of the other as incidental, if not antithetical to their respective mandates. Public consultation in the development of the VSS highlighted this as a significant issue in Vancouver. The rest of the world follows a 'sport for all' approach which links sport to recreation and physical activity in one continuum. The 'sport for all' approach is a cornerstone of the VSS.



4.2 A Snapshot of Vancouver – Assessing the Current Situation

A number of strengths, challenges and opportunities affect the current operating environment of the City. These factors need to be considered in the development of the VSS.

Strengths

The VSS has numerous strengths to build upon, such as:

- Vancouver is an Active Community:
 - According to a recent Ipsos Reid Survey⁵ the majority of City residents (68 – 70%) are physically active. This is high in comparison to findings for the average Canadian. Only 49% of Canadians aged 20 and over were found to be at least moderately active during their leisure time.
 - Vancouver has a high proportion of people in their early 20's and 30's compared to Metro Vancouver and British Columbia.
- A number of initiatives exist that encourage Vancouver residents to be active in sport and recreation:
 - Active Communities Vancouver⁶ encourages Vancouver residents to be active in sports and recreation.
- VACnet, a network of stakeholders involved in the health and wellness of Vancouver residents, is initiating plans and partnerships in support of Active Communities.
- Vancouver has exceptional physical and geographical advantages in relation to sport:
 - A mild, year-round climate (by Canadian Standards).
 - Ready access to on-water and winter sport opportunities.
 - Dedicated path systems for walking, jogging, in-line skating and cycling, along the waterfront and elsewhere in the City.
 - An established network of public schools, ice rinks and community centres.



⁵ Ipsos Reid City of Vancouver Recreation & Physical Fitness Surveys 2006–08. The latest survey can be found at www.vancouver.ca/parks/activecommunity/pdf/IpsosReid2008FitnessStudy.pdf
⁶ www.vancouver.ca/parks/activecommunity/aboutus.htm

Challenges

The following challenges were identified through research and consultation:

- **Aging Infrastructure:** Typical of most major cities in Canada, Vancouver's sport and recreation infrastructure is aging. Although renewal plans for community centres, aquatic services and playing fields are in place, overall facility renewal requirements present a significant challenge to municipal budgets.
- **Limited interaction and coordination of sports organizations:**
 - At present, Vancouver's extensive network of community centres is weakly linked to sport.
 - Stakeholders in sport and physical activity have limited contact with one another and do not work together on mutually agreed upon principles and plans.
 - Sport organizations in Vancouver lack a coordinating body or forum that would allow them to work together or discuss issues of common concern.
- **Physical Literacy** – Wide inequities exist across Vancouver in terms of opportunities for physical literacy development, with some city neighbourhoods ranked amongst the most favoured in the Province, while others are amongst the least favoured.
- **The rate of increase of obesity in Vancouver between 2003 and 2005 (reported⁷ August 2007) was more than twice as rapid as in the rest of BC.**
- **Notwithstanding the tremendous amount of positive work being done by various organizations, many programs are not delivered consistently and systematically throughout Vancouver.**
- **More than half of the top athletes who live in Vancouver train at sport venues located outside the City.**
- **A relatively small number of people from Vancouver achieve success in international or professional sport.**
- **Sport organizations would like to host events in Vancouver, but few facilities meet national or international standards.**
- **Facilities for sports excellence training are lacking in Vancouver.**



⁷Vital Signs Canada, 2007 Report. www.vitalsignscanada.ca/rpt2007.



Opportunities

A number of significant opportunities will help strengthen the success of the Vancouver Sport Strategy:

- Vancouver will host the third largest sporting event in the World, the 2010 Winter Olympic Games.
- Metro Vancouver regularly hosts a variety of sport events.
- 10% of children between 9 and 12 do physical activity after school while almost 50% would like to engage in physical activity.⁸ Special initiatives such as MoreSports are finding ways to encourage kids in Vancouver to become active.
- People with a disability can become physically active relative to their level of ability as recognized in *No Accidental Champions*⁹ a supplement to *Canadian Sport for Life*.
- A large proportion of physical activity for health and recreational sport programming is focused on those who are relatively young and already fit. There are few programs targeting sport participation for older citizens, making this an under-served programming area. This can be seen as both a challenge and an opportunity.

⁸ Kimberly A. Schonert-Reichl, Ph.D University of British Columbia/United Way of the Lower Mainland Report, Middle Childhood Inside and Out.

⁹ Higgs, C. et al. (2006). *No Accidental Champions*. Canadian Sport Centres. (www.Itad.ca).

4.3 The Canadian Sport for Life Model

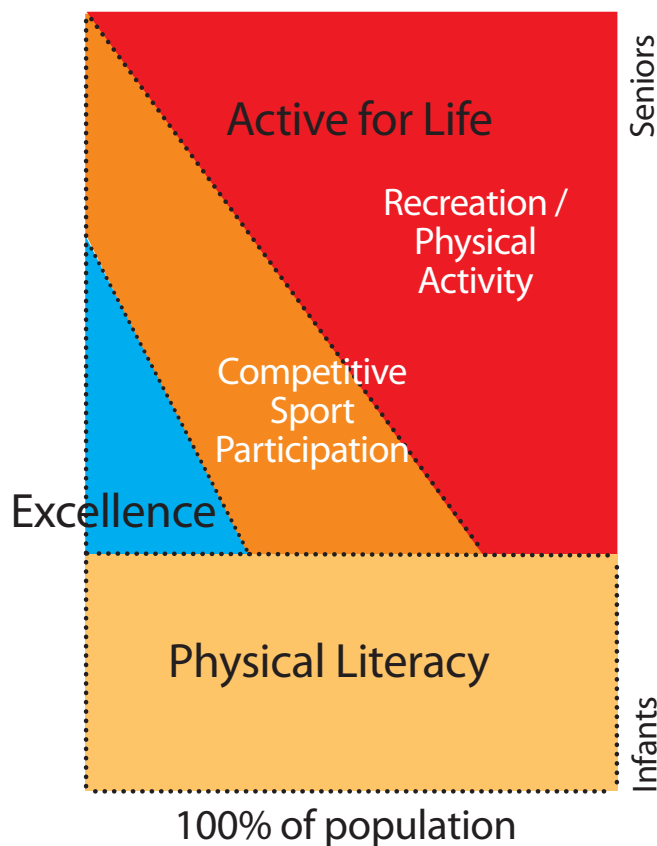
Canadian Sport for Life is a framework that encompasses the participation of a whole population in sport from infants to seniors. It can be divided into three broad areas: Physical Literacy, Active for Life and Excellence. In this idealized model, all children become physically literate, which lays the foundation for later sport excellence or being active for life. The Model also shows where athletes pursuing excellence, ultimately transition into 'Active for Life' through competitive sport or active recreation.

Physical Literacy typically occurs between the age ranges of 0-12, addressing the development of basic movement and sport skill in children, before their growth spurt. The *Canadian Sport for Life* Model highlights the need for all children to be physically literate. It encourages all children to learn the fundamental movement skills.

Active for Life is *Sport for Life*: life-long participation in sport and physical activity from adolescence to seniors, for health, social and enjoyment benefits. This allows all Canadians to be physically active through competitive sport and recreation participation.

Excellence includes the Training to Train, Training to Compete, and Training to Win stages, which is the pathway to national and international success for athletes. *Canadian Sport for Life/Long-Term Athlete Development* is an optimal pathway from the playground to the podium. Equally important is the transition of the athlete back to being Active for Life after pursuing podium performances.

Figure 3 - The framework of *Canadian Sport for Life*



Athletes with a Disability ***No Accidental Champions***

Sport for individuals with a disability has grown tremendously over the last few decades. Today, virtually any sport available to an able-bodied athlete can be pursued by a person with a disability at both the recreational and competitive levels. The same factors that impact able-bodied athletes also impact athletes with a disability. However, additional tools must be available, such as modified equipment and facilities, specialized coaching and other supports. For further details on Canadian Sport for Life for Athletes with a Disability refer to: www.ltad.ca and *No Accidental Champions*.

Facility and Sport Groupings in the *Canadian Sport for Life* Model

| Strategic Area | Scope | Characteristics | Primary Partners |
|-------------------------------|----------------------------|--|---|
| Physical Literacy | Regional – Metro Vancouver | Modified facilities – smaller fields – lower hoops – playground for siblings. Safe and welcoming environment for children and parents. | Vancouver School Board, Vancouver Park Board, Community Centers |
| Active for Life – Competition | Regional – Metro Vancouver | Regulation facilities – full regulation size and quality. Suitable for adult competition. Safe and welcoming environment for seniors. | Vancouver School Board, Vancouver Park Board |
| Excellence – Training | Regional – Metro Vancouver | National standards – integrated performance services in the proximity. | Vancouver School Board, Vancouver Park Board, University of British Columbia, Langara College |
| Excellence – Hosting | Regional – Metro Vancouver | International standards allowing for hosting of world cups or championships. | Vancouver Park Board, University of British Columbia, Metro Vancouver |

Sports Participated in by Vancouver Residents

| Field Sports | Gymnasia Sports | Arena Sports | Special Sports | |
|---|--|--|---|---|
| Baseball Cricket Field Hockey Football Kabaddi Field Lacrosse Rugby Soccer Softball T-ball Ultimate | Basketball Dodgeball Floor Hockey Goalball Gymnastics Netball Pickleball Rhythmic Gymnastics Roller Derby Team Handball Volleyball | Box Lacrosse In-line Roller Hockey In-line Skating <i>Ice Sports</i> Broomball Curling Figure skating Hockey Ringette Speed skating | <i>Raquet Sports</i> Badminton Racquetball Squash Table Tennis Tennis <i>Snow Sports</i> Alpine Skiing Bobsleigh - Luge Cross-country Skiing Freestyle Skiing Snowboarding Sport Parachute <i>Adaptive</i> Sit-Volleyball Sledge Hockey Wheelchair Basketball Wheelchai Rugby Wheelchair Tennis | <i>Combative Sports</i> Boxing Fencing Judo Karate Taekwondo Wrestling <i>Target Sports</i> Archery Biathlon Boccia Bowling Golf Lawn Bowls Shooting <i>Individual</i> BMX Equine Weightlifting Skateboard |
| Linear Sports | Aquatic Sports | On-Water Sports | | |
| Athletics Cycling Triathlon | Diving Scuba Swimming Synchro Waterpolo Underwater Hockey | Canoeing Dragon Boating Kayaking Outrigger Rowing Rafting Sailing Skimboarding Wakeboarding Waterskiing Windsurfing | | |

5.0 Strategic Partners

5.1 A Strategy of Collaborative Leadership

Sport in Vancouver is administered and delivered by multiple agencies, ranging from governmental and non-governmental organizations, to not-for-profit sport groups and commercial interests. An effective sport delivery system for Vancouver requires a coordinated approach, where the City and Park Board play a leadership role.

Achieving the vision and enacting the goals of the VSS will require a strategic approach that is transparent and inclusive.

Creating a single, city-wide, vision for the future of sport in Vancouver, through the adoption of a Sport Strategy is the first critical step, followed by bringing all key players together to address the following areas:

- Facility planning, placement, development, and refurbishing
- Facility operation, scheduling and programming
- Human resource development and training for staff and volunteers
- Event coordination, management and promotion
- Sport tourism development
- Sport for social inclusion

Making choices and setting priorities with all stakeholders at the table will ensure resources are applied effectively and methodically to the pursuit of the vision and goals. This means that the long-term goals are the central component of the VSS.

Moving from strategy to action will require stakeholders to recognize and support the collective vision and long-term strategic goals. Stakeholder interaction will help facilitate implementation, resulting in an increased capacity to deliver quality programs, event and facilities throughout the Metro Vancouver area.

The VSS aims to link with large cross-sections of other providers and sport bodies through manageable partnership agreements and leadership development initiatives to secure better programming and effective usage of facilities.

Other key leadership roles involve the Vancouver School Board, as it continues to be a key facility provider to programs, while UBC must be considered as a key hosting and programming partner, especially with the facilities that are planned for the campus. Children and youth spend nine months of every year working and socializing at school and events are often staged and held at schools; as a result, educational institutions play an important role.

A large cross-section of key facility providers will be involved, ensuring manageable partnership agreements between these groups, through leadership implemented by each sport body, as well as National and Provincial Sport Organizations (NSOs and PSOs) and individual clubs, which will better secure effective usage of the facilities.

The lack of integration in the administration of sport has been shown as a barrier to participation in sport at all levels: Physical Literacy, Excellence and Active for Life.

The adoption of a Sport Strategy for Vancouver, based on the model of *Canadian Sport for Life* requires not only that traditional partners in the City continue working together, but also that many new and different partners be brought into the mix. It challenges established and new partners to work together in new, different, and exciting ways.



5.2 Key Sport Stakeholders Leading Together

A large number of stakeholders make valuable contributions to sport, and all, if they so choose, can be stewards of the Vancouver Sport Strategy.

Here is a list of key stakeholders and the primary roles envisioned for them in the successful implementation of the VSS.

| Stakeholder | Leadership Role |
|--|--|
| City of Vancouver | <ul style="list-style-type: none"> • leadership in policy • capital and program funding support |
| Vancouver Park Board | <ul style="list-style-type: none"> • staff support for VSS • leadership in strengthening interaction and Active for Life • facility access for all stages of sport • facility development • program delivery • event support |
| Vancouver School Board | <ul style="list-style-type: none"> • leadership in Physical Literacy and sport school programming • facility access • program delivery |
| University of British Columbia and Langara College | <ul style="list-style-type: none"> • leadership in Excellence • facility access • program delivery |
| Canadian Sport Centre Pacific and Sport BC | <ul style="list-style-type: none"> • leadership in Excellence • athlete and coach service delivery • NSO and PSO support |
| Recreation and Community Centres | <ul style="list-style-type: none"> • facility access • programming for Physical Literacy and Active for Life |
| Metro Vancouver Cities | <ul style="list-style-type: none"> • leadership in complementary international facility development • coordinated event host planning |
| Local Sport Organizations and Clubs | <ul style="list-style-type: none"> • leadership in Physical Literacy and Active for Life programming |
| VSnet and VACnet | <ul style="list-style-type: none"> • leadership in strengthening interaction • stewards of the VSS |

6.0 Strategic Framework

The VSS is guided by the following vision and values:

6.1 Vision

By 2015, Vancouver will have a dynamic and forward-looking sport system that enables all Vancouverites to experience and enjoy involvement in sport to the extent of their abilities and interest, resulting in a high level of participation and performance.

Sport in Vancouver will be fair, inclusive, safe and welcoming for all.

Sport will be recognized for its significant contribution to the development and sustainability of the city and the health and wellness of its citizens.

6.2 Values: The Essence of Sport in Vancouver¹⁰

Wellness

Vancouver supports all children to become physically literate and all citizens to have healthy active lifestyles through sport.

Inclusion

Vancouver provides accessible opportunities for sport participation within a welcoming, sustainable, and culturally diverse sport environment.

Excellence

Vancouver promotes program and event excellence, and opportunities for its citizens to reach their highest levels of sport performance.

Fairness

Vancouver encourages ethical sport and supports programs that lead to positive personal and community development through sport.



¹⁰ Adapted from *True Sport Principles*. True Sport is a growing Canadian movement that recognizes and promotes the life skills and values derived from community sport. For more information, visit www.trusportpur.ca.



7.0 Strategic Goals

- 1**

Strengthened Interaction

A coordinated approach is taken to sport development in Vancouver, with all stakeholders committed to partner-based leadership, effective connectivity, and open communication.
- 2**

Physical Literacy For All

All children, from all segments of Vancouver, possess movement, sport and decision-making skills to enjoy sport and physical activity for life.
- 3**

Active For Life

All Vancouver citizens, regardless of age, ability, physical capabilities, economic status, gender, culture, language and location are aware, connected and able to access the places and conditions that support structured and unstructured sport activity.
- 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.
- 5**

Quality Facilities for Participation and Performance

A diverse range of accessible and welcoming facilities encourage all Vancouver residents to pursue sport at any level of the *Canadian Sport for Life* Model: Physical Literacy, Excellence and Active for Life.
- 6**

Recognition as a Premier Event Destination

Vancouver is recognized for strategically hosting events of all types which support tourism, economic and sport development, while leaving social and community legacies.

8.0 Recommendations

STRATEGIC GOAL

8.1 Strengthened Interaction

Increasing 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 is a critical success factor in the implementation of the VSS. Bringing key stakeholders together to work in a spirit of cooperation to improve sport programming and facility planning and usage as a shared responsibility is one of the key principles of *Canadian Sport for Life*.

This approach also follows the Canadian Sport Policy's goal of Enhanced Interaction. One of the stated goals of the Canadian Sport Policy is that by 2012, "the components of the sport system are more connected and coordinated as a result of the committed collaboration and communication amongst key stakeholders."

Recommendations:

1. Create a multi-stakeholder advisory body (Vancouver Sports Network or VSnet) linking sport stakeholders through the Vancouver Park Board with the City and other key service delivery agencies to steward the implementation of the VSS and advise on sport related policy as well as facility and programming priorities.
2. Assign Vancouver Park Board staff to support the development of the Vancouver Sport Network, and designate sport champion(s) at the District staff level to encourage, develop and monitor community-based sport programming based on the model of *Canadian Sport for Life*.
3. Organize and host a Sport Summit to launch VSnet and recruit members to enhance awareness of and support for the VSS among City sport organizations.
4. Work in consultation with the Vancouver Sport Network to develop a formal mandate for the advisory body, consistent with the VSS. Define the roles, responsibilities and functions of the advisory body based on principles of openness, balanced representation, accountability and sustainability.
5. Provide sports groups that endorse the VSS with operational support and priority access to City facilities and services. This will be demonstrated through the adoption of LTAD principles, True Sport values, safe and welcoming environments, certification of coaches, and other standards to be defined through Vancouver Sport Network consultations.



Why: Rationale Behind the Recommendations

Vancouver has a large and diverse sports community. Viewed as a whole, the combined performance of government agencies, sport organizations, leagues, clubs and individual athletes is impressive. However, sports volunteers and administrators who participated in the VSS public consultation forums, identified that interests are fragmented, inhibiting effective communications and a coordinated approach toward achieving common goals.

Linking sport interests together to encourage constructive dialogue with one another and the City is a cornerstone of the VSS. The formation of a network or forum organized on the following principles is envisioned:

- Balance between provider agencies and end user groups.
- Commitment to LTAD principles and following through on the VSS.
- Comprehensive and fair representation of all types of support and sport at all levels (Physical Literacy, Active for Life, Excellence).

The role of the Vancouver Sport Network would be to:

- Advise the City, through the Vancouver Park Board on policy, and priorities for capital development, sport hosting and programming.
- Advocate for sport interests in the City.
- Develop sport partnerships and economies of scale for common needs/resources.
- Coordinate interactivity between Physical Literacy, Active for Life and Excellence programs.
- Act as a clearing house for communications exchange.
- Other roles will be defined as VSnet evolves.

Measuring Success:

Success would be measured through the formal establishment of the Vancouver Sport Network and the subsequent annual progress updates on the number and variety of groups engaged in the Vancouver Sport Network.





STRATEGIC GOAL

8.2 Physical Literacy For All

Rising levels of obesity and inactivity threaten the future health of Canada's children and municipal governments including Vancouver, need to find solutions to this problem at a neighborhood level.

A number of physical literacy programs and services exist within Vancouver, delivered by a variety of stakeholders. The City has a broad range of programs and facilities (including community centres, school-based activities and sports leagues) and other agencies that engage children in different forms of physical activity. However, these programs and services need to be delivered consistently and systematically in all neighbourhoods, and should be accessible to all children living in Vancouver.

Working with stakeholders through the VSS framework will improve physical literacy programming through the defined stages of Active Start, FUNdamentals, and Learning to Train, capitalizing on sensitive periods of trainability for children and correcting shortcomings, such as early specialization in late specialization sports. Systematic monitoring of the growth and development of individual participants will guide their transition through to the Active for Life or Excellence pathways.

Recommendations:

1. Develop a comprehensive neighbourhood-based Physical Literacy Action Plan with the goal of ensuring that children in 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.
2. Identify and link key Physical Literacy Program providers through the Vancouver Sport Network, to achieve more complementary programming and coordinated use of facilities.
3. In conjunction with Vancouver Sport Network partners, create and promote the use of an assessment tool to determine how current children's sport and activity programs can better contribute to the development of physical literacy in Vancouver.
4. Through the available academic research referred to below, or other tools that may become available, establish a baseline and continue to track physical literacy outcomes in Vancouver.

Why: The Rationale Behind the Recommendations

Keeping physically active later in life largely depends on feeling confident in an active setting. Such confidence, as an adult, most often comes from having learned and practiced fundamental movement and sport skills as a child. The challenge is to ensure that children “start right” so they can subsequently transition to the Active for Life and/or Excellence paths of engagement.

Research conducted through the University of British Columbia provides a scientific basis for concern about physical literacy outcomes in Vancouver. Dr. Clyde Hertzman is part of a research team tracking how socio-economic, community and policy factors across the province positively or negatively affect child development. The findings of this study are reported regularly in the “British Columbia Atlas of Child Development,”¹¹ Physical health and well-being is one of five domains of development examined and closely matches the Vancouver Sports Strategy’s goal of Physical Literacy.

Related research conducted by Dr. Hertzman illustrates how neighbourhood characteristics strongly influence the physical well-being of children. In this study a select number of Vancouver neighbourhoods were found to have some of the most favourable conditions in the province, while others (often where there are higher numbers of children) have some of the least favourable conditions for childhood development. Overall, Vancouver ranks with the lowest districts in British Columbia for child physical well-being.

A parallel study by Dr. Kim Schonert-Reichel found that almost 50% of children aged nine to twelve in

“KIDS CRAVE TO BE ACTIVE, CONNECTED AND COMPETENT”

Very few children (only 8.5%) in the research study said that they wanted to be spending more time on the computer. No children reported wanting to watch more TV. Indeed, the vast majority of children told us that they want to be engaged in activities that build their competence, their physical health, and their connectedness....” (Schonert-Reichel et al, 2007, *Middle Childhood Inside and Out: The Psychological and Social World of Children 9-12: Research Highlights*, United Way, Vancouver).

Vancouver want to do more physical activities. They are prevented from doing so by multiple barriers, such as transportation, cost, program availability, scheduling and lack of information.

Varying approaches need to be used in different contexts to achieve equitable outcomes. MoreSports is an example of a successful collaborative initiative that began in 1999, starting with three neighbourhoods in the inner city of Vancouver. Prior to MoreSports¹², child participation rates in organized league soccer ranged from 28% in neighbourhoods where conditions are favourable, to a low of 4% in inner city neighbourhoods¹³ which faced many of the barriers noted above. Over the three-year period ending in 2004, MoreSports connected with over 11,000 children on the East Side of Vancouver, with approximately 1,500 children a year involved in MoreSports soccer. Collaborative initiatives can be very effective in reducing apparent discrepancies in participation levels between neighbourhoods.

Measuring Success:

1. The “British Columbia Atlas of Child Development” documents physical health and well-being vulnerability levels among children across the province. Research by Dr. Clyde Hertzman provides comparative data between neighbourhoods in Vancouver. These sources of information will provide invaluable assistance to VSS when planning and setting priorities for Physical Literacy.

2. Recorded participation by children in organized sport clubs, activities and events.

3. Tracking of the number of organizations and programs with developmentally appropriate activities, quality standards, and qualified coaches.

¹¹ Kershaw P, Trafford K, Irwin L, Hertzman C. (2005). The BC Atlas of Child Development. UNIPresses: Georgetown, Canada

¹² www.moresports.com

¹³ Information provided by BC Soccer, 2007

8.3 Active For Life

In 2006, Vancouver launched the Active Communities Initiative with the goal of increasing activity levels in Vancouver by 20% by 2010. The Vancouver Active Communities Network (VACnet), an advisory committee comprised of key stakeholders involved in the health and wellness of Vancouver residents, was created at the same time to spearhead this initiative. Since its inception, VACnet has developed and implemented a wide range of successful programs and resources¹⁴.

The work done by Active Communities Vancouver and VACnet encourages Vancouver residents to be active in sport and recreation. According to a recent Ipsos Reid survey, 68-70% of Vancouver residents engage in physical activity at least 3 times per week. Despite the high activity ratings, however, there is a significant challenge associated with engaging the remaining 30% of the population that is inactive.

The VSS recognizes the Active Communities initiative and the work of VACnet as a strong foundation to sustain and build on over a longer term, in connection with the other strategic goals of the VSS.

Recommendations:

1. Integrate VACnet and planning of future Active Living initiatives within the VSS framework.
2. Build upon the VACnet Active Communities Plan to develop longer term objectives for expanded, enriched and more varied opportunities for Active Living across Vancouver.
3. Identify and link key Active for Life program providers, through the Vancouver Sport Network, to achieve more complementary programming and coordinated use of facilities.
4. Continue to track levels of Active Living for Life sport participation in Vancouver, using the methodology to establish a baseline for the Active Communities initiative, as a key indicator of planning and program outcomes.



¹⁴ See <http://www.vancouver.ca/parks/activecommunity/aboutus.htm> for more info.

Why: Rationale Behind the Recommendations

Although a high percentage of Vancouver residents are physically active, the challenge is to engage the remaining 30% of the population that is inactive:

- Increasingly sedentary employment demands and lifestyles choices reduce the physical activity of Canadians and are major contributing risk factors to the increase in cardio-vascular disease, heart attack, stroke, hypertension (high blood pressure) and certain types of cancer. Such health issues are costing the Canadian economy billions of dollars every year. The *Sport for Life* approach has the potential to reduce health care costs, increase participation in recreational sport, increase social inclusion, reduce teen pregnancy rates, keep seniors independent later in their lives, and provide a positive life experience for young adults who might otherwise turn to drugs and anti-social behaviour.¹⁵
- Data indicates that 82% of Canadian youth aged 12-19 years¹⁶ are not active enough for optimal growth, development, and healthy weights.
- As noted by the Active Cities framework, almost 60% of Canadians over 20 years of age are inactive.

In addition to these national trends, the current context in the City of Vancouver also needs to be considered:

- The rate of increase of obesity in Vancouver between 2003 and 2005 (reported August 2007¹⁷) is more than twice as rapid as in the rest of British Columbia. *The Big City Mayors Caucus of the Federation of Canadian Municipalities* signaled their interest in addressing the obesity crisis when it adopted the *Active Cities Agenda* in 2005.
- A large proportion of physical activity for health and recreational sport programming is focused upon those who are relatively young and already fit. There are few programs targeting sport participation for older citizens, disabled and marginalized groups in general, making this an under-served programming area.
- Despite the concerted efforts and work being done by many organizations, programs are not delivered consistently and systematically throughout the City.

Measuring Success:

Continued annual tracking of overall physical activity levels in Vancouver by Ipsos Reid surveys will assist in the targeting of programs and documenting outcomes.



¹⁵ Kershaw P, Trafford K., Irwin L., Hertzman C. (2005). *The BC Atlas of Child Development*. UNipresses: Georgetown, Canada

¹⁶ www.moresports.com

¹⁷ Vital Signs Canada, 2007 Report. www.vitalsignscanada.ca/rpt2007/. Vancouver obesity rates 6.1% in 2003, 8.9% in 2005, British Columbia 11.6% in 2003, 13.2% in 2005.



STRATEGIC GOAL

8.4

Enhanced Excellence

The Metro Vancouver region boasts more carded¹⁸ athletes than almost anywhere in Canada. However, more than half of the top athletes who live in Vancouver train outside the City. Vancouver is similar to other major cities in Canada in that a relatively small number of its citizens achieve international or professional sport success. This may reflect the limited availability of national standard training facilities. Public consultation also revealed that high performance athletes, coaches and organizations need to be better connected with other key sport stakeholders such as the Vancouver Park Board and Vancouver School Board.

The Canadian Sport for Life model establishes a framework that encompasses participation of the entire population in sport and is divided into three broad areas: Physical Literacy, Active for Life and Excellence (see model on page 13). In the context of this framework, all children become physically literate, which lays the foundation for future sport excellence or being active for life. Athletes pursuing excellence ultimately transition into Active for Life. In keeping with this model, Excellence programming needs to be integrated into the Active for Life and Physical Literacy Components. The City recognizes the importance of an integrated approach and priorities for civic support will be established on this basis.

Another critical pathway to enhanced excellence is in the area of strategic planning. Developing Excellence Strategic Planning in a regional context with involvement of all Metro Vancouver municipalities is a key success factor.

Recommendations:

1. Build partnerships with senior levels of government and with high performance sport organizations (e.g., Canadian Sport Centre Pacific and Sport BC) and clubs to create mutually beneficial synergies between the Excellence Pathway and Physical Literacy/Active for Life participation.
2. Work with other jurisdictions in Metro Vancouver to create an Excellence Action Plan for the region, establishing respective priorities among member municipalities for sports excellence development.
3. Determine where the City, Vancouver Park Board and the Vancouver School Board can add value to these partnerships in areas such as administration, coaching, officiating, organizational development, communications and promotions.
4. Establish a baseline and continue to monitor excellence outcomes as well as competitive performance for carded athletes living and/or training in Vancouver.

¹⁸ Carded refers to an athlete who received funding from Sport Canada's Athlete Assistance Program.

Why: Rationale Behind the Recommendations

Vancouver has the potential to foster and support a wide range of sporting excellence as evidenced by the fact that the City currently has:

- professional teams in four sports (hockey, baseball, football and soccer)
- national training centres in five sports (sailing, field hockey, swimming, athletics and women soccer)
- one provincial training centre (diving)

Vancouver also has challenges to overcome in the area of sport excellence:

- relatively few people from Vancouver achieve success in international or professional sport
- the Canadian Sport Centre and Sport BC, currently located in Vancouver, are moving to Richmond
- there are no sport academies in the City's secondary schools



While there are no professional teams in the region outside of the City of Vancouver, Metro Vancouver has other assets related to sporting excellence:

- national training centres in five sports (curling, softball, figure skating, wheelchair basketball and wrestling)
- provincial training centres in three sports (cycling, basketball and rowing)
- a variety of sport academies within the public school system

A key principle within *Canadian Sport for Life* is that all aspects of sport and physical activity are interrelated and supportive of each other. Athletes, coaches and clubs at the Excellence level act as role models to children and youth, which helps to attract major events and gives international exposure to the City. For many residents of Vancouver, international sporting success is a source of civic pride.

Using the VSS as a guide, the City would provide support to clubs and training centres that in turn support Vancouver's high performance athletes. This support will be directed to a group of sports chosen through specific eligibility criteria. The City would work with its municipal neighbors in Metro Vancouver and UBC to coordinate support of high performance sport in the Lower Mainland.

Measuring Success:

1. Sport Excellence Stakeholders are engaged in the Vancouver Sport Network.
2. Mechanisms and agreements are in place which connect stakeholders and increase the effective delivery of training and competitions.
3. All appropriate Metro Vancouver jurisdictions are engaged in planning, development and implementation of an Excellence Action Plan for the region.
4. International events are hosted in Vancouver particularly in the sports that the City prioritizes and provides support to.
5. An Excellence Action Plan is created and successfully implemented.
6. Vancouver is producing more champions - fostering an environment that generates more highly qualified coaches, officials and volunteers and more Vancouver athletes are representing Canada, winning medals and playing professional sport.

8.5 Quality Facilities for Participation and Performance

An infrastructure of quality sport facilities is key to the success of the VSS's goals of active participation and event hosting. Although Vancouver has an established network of community centres, the City's sport and recreation infrastructure is aging. The need for facility renewal also presents a significant challenge to municipal budgets. Renewal plans for Park Board community centres, aquatic services, rinks and playing fields are in place; other facility types have not yet been addressed.

Recommendations:

1. Expand developmental and renewal planning to cover all public recreation and sport facility groups (e.g., dedicated indoor and outdoor spaces, linear [road] and water sports in addition to playing fields, community centres, pools and rinks). Update all facility planning on a 10-year cycle.
2. Complete an analysis of gaps, challenges and opportunities in relation to the development and renewal of Vancouver's sport facility base; set investment priorities to achieve maximal benefit in relation to cost to the City.
3. Consolidate information on City public sports facilities into a single GIS based inventory, sustained as an ongoing reference to guide future investment/re-investment priorities as well as allocation decisions.
4. Engage in a variety of partnership approaches to develop sport and recreation infrastructure, such as lease/licensing of sport facilities on parks to non-profits, lease of existing facilities for adaptive re-use, and multi-party financing of facilities.
5. Pursue opportunities to address VSS strategic objectives and sport facility gaps in the context of City planning initiatives and regulation of development.
6. Identify and pursue alternative (i.e. non-tax based) funding opportunities applicable to sport and recreation infrastructure development, such as charges and incentives applied to development, foundation and corporate support.
7. Continue the development and implementation of centralized booking for Vancouver Park Board and School Board facilities and expand the system over time to link to other provider agencies.



Why: Rationale Behind the Recommendations

Successful implementation of *Canadian Sport for Life* objectives in Vancouver depends upon the infrastructure and the capacity of facilities dedicated to sport and physical activity. This infrastructure is fundamental to providing meaningful opportunities for sport participation and the associated benefits of enhanced health and well-being of City residents.

These facilities are provided through the public sector (most notably the Vancouver Park Board and Vancouver School Board); the private non-profit sector (sport associations and clubs) and the private for-profit sector (professional sport franchises and commercial sport and fitness enterprises). Often provision is through partnerships between sectors, as in the cases of sport clubs on parks and professional teams in city-owned buildings.

A full inventory of all spaces in the City formally dedicated to sport is in the process of being compiled through the VSS initiative. Other recent inventories of public sport and recreation facilities are available, most notably a series of Community Facility Inventory Reports produced by the British Columbia Recreation and Parks Association (BCRPA). The primary purpose of the BCRPA reports is to quantify the aggregate infrastructure renewal needs to inform future planning and capital allocation decisions involving all levels of government. Beyond types and numbers, these strategic assessments of the facility base throughout the Province includes consideration of distribution in relation to demand, age and condition and capacity and accessibility¹⁹. Current challenges relating to these considerations are summarized:

Facility Distribution and Demand

Vancouver has experienced rapid population growth over the past two decades. Most of the City's public sport facilities were established between 1950 -1975, a period of limited or no population growth for the City proper. The pattern of distribution of civic recreation and sport facilities largely reflects the needs and opportunities of that era. Distribution of the major indoor recreation facilities is relatively even across the City, but not necessarily aligned with existing or emerging population centres. This overall pattern is resistant to modification.

Major development projects in the current era have provided additional facility services where warranted by the increased demand they generate. Strategic placement of new facilities in relation to lower thresholds of growth is more difficult to achieve. Location decisions around some types of facilities need to be made in relation to other demographic demand factors such as age, ethnicity and cultural heritage of the surrounding population base.

Facility Age and Condition

A second challenge is the associated need for infrastructure renewal. In the case of sport and, to a lesser degree, recreation facilities, age is not only associated with physical deterioration but also decreased functionality. Sports evolve through time and standards change, usually in the direction of greater complexity.

Capacity is influenced by various physical, perceptual and policy factors. Physical barriers are inherent in the design of some buildings or their locations in relation to, for example, transportation systems. Perceptual barriers can be presented by such factors as poor maintenance and cleaning, apparent lack of safety and security, or environments which project a sense of exclusivity.



¹⁹www.bcrpa.bc.ca/recreation_parks/facilities/sports_recreation/facility_assessment.htm

Guiding Principles:

The planning, development and operation of new or renewed facilities for sport and active living will be based upon the following guiding principles:

- Effective public sport facilities are durable and flexible, with capacity for all levels of participation, from beginner to advanced participants, within one sport or/and a variety of different sports. They are appropriate, attractive and safe for all intended uses.
- Inclusive facilities incorporate universal design principles to minimize barriers to participation and enable use by participants of all ages and abilities. They are strategically sited in relation to population centres and/or transportation linkages.
- Facilities for Physical Literacy and Active for Life serve local community needs; facilities for excellence and sport hosting serve regional needs.
- Broad-based facility usage is encouraged by high visibility of activity spaces, welcoming entryways, user-friendly registration and booking processes, and policies to waive or reduce fees in response to cases of economic hardship.
- Quality facility design and development is informed by a solid understanding of the sport context and its requirements.
- Facilities must be built to achieve high standards of economic and environmental sustainability.

Measuring Success:

1. The City of Vancouver's facility base keeps pace with the requirements of Physical Literacy, Active for Life and Excellence programming, as well as agreed upon targets for sports hosting.
2. Usage of facilities is proportionate to their capacity.
3. Facilities are well-maintained and adapt readily to the evolving requirements of sport.
4. Data on facilities is kept current and expands to become a comprehensive reference for planning and allocation.







STRATEGIC GOAL

8.6 Recognition as a Premier Event Destination

Over the next two years leading up to the 2010 Winter Olympic and Paralympic Games, Vancouver will host several high profile Olympic test events and other major sport competitions. The challenge is to sustain the momentum of the Games beyond 2010 and build upon Vancouver's emerging reputation as a leading sport city²⁰. To do so, Vancouver has to fill a planning gap and develop a Sport Event Hosting Plan. The Sport Tourism Task Force, established by Tourism Vancouver, is ready and able to assist the City to achieve this goal.

Recommendations:

1. Work with 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.
2. 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.
3. Build a network of event organizers and establish databases of volunteers and other resources to improve event co-ordination and streamline preparations.
4. Coordinate planning for Major Event Hosting (as for Sports Excellence development) with other Metro Vancouver jurisdictions, with specific reference to the comparative advantages and asset base of each municipality.
5. Build best practice partnerships between public and private sectors to maximize the benefits of hosting events and work together more effectively.

²⁰ In March, 2008 SportBusiness International rated Vancouver fifth in the world and first in the Americas in its 2008 rankings for the Ultimate Sports City.

Why: Rationale Behind the Recommendations

Building on its reputation and status as an Olympic Host City, Vancouver can attract other premier international events on an ongoing basis, selectively bidding on and investing in events which have the greatest potential to leave sport and community legacies in addition to the economic benefits from tourism. Other potential benefits are increased capacity of sport organizations and strengthened civic pride.

To match or exceed the World's best sport hosting cities is as challenging as developing the World's best athletes. Many Vancouver sport organizations wish to host events in Vancouver, but few facilities measure up to international or even national standards. Along with the need for state-of-the-art and attractive venues, it is equally important to develop a strong base of volunteers and officials.

While the frame of reference for the VSS is the City itself, sport hosting has to be considered in the wider

context of the Metro Vancouver region. The major sport events brought to Vancouver impact other Metro Vancouver municipalities, just as events hosted by these municipalities' activities affect the City of Vancouver. While Metro Vancouver regularly hosts a variety of sport competitions there is no coordinated effort in the region to strategically target events that will develop sport capacity and leave legacies.

With imaginative planning, Vancouver will remain a premier sport event City beyond 2010. The challenge is to build on the City's unique assets: high livability ratings, superb natural setting, Canada's reputation for hospitality; and to offset constraining factors such as limited large sites and cost of land. Once developed, the Sport Event Hosting plan will evolve through time through additional research, consultation, appraisal and evaluation, in response to emerging best practices and changing conditions within the City.

Measuring Success:

1. A representative group, supported by staff, is working to develop and implement a comprehensive Event Hosting Action Plan.
2. Regular dialogue amongst jurisdictions in Metro Vancouver advances their respective Event Hosting strategies.
3. Resources and support increase the capacity of sport organizations to host events.
4. Specific targets are identified including priority events to bid for and host from now until 2015.



9.0 Conclusion

The VSS is a living document with a future focus. It establishes a solid foundation for the pursuit of excellence in sport. The Strategy maps out a clear direction for the City of Vancouver that will lead to improved opportunities for residents of all ages to participate in a range of quality sport programs, events and facilities. From our ocean playgrounds to Olympic podiums, the Strategy captures the importance that our communities place on embracing *Sport for Life*. It identifies six interlinked strategic goals coupled with recommendations that address the issues of highest priority in achieving a city-wide Sport Strategy. The VSS also highlights new opportunities for collaboration. To achieve success, the VSS strongly encourages an integrated, action-oriented approach to be undertaken by the City in partnership with leaders in sport and others who are committed to making the vision of *Sport for Life* a reality.



Glossary of Key Terms

Active for Life is the final stage in the Canadian model of LTAD and can take place at any age. It refers to life-long physical activity and participation in sport.

Active Start is the first stage in the Canadian model of LTAD where children ages 0-6 learn fundamental movements and link them together into play.

Awareness Stage refers to sport organizations developing awareness plans to make their offerings known to athletes with a disability, as sport opportunities for these athletes are not always well known.

Canadian Sport for Life (CS4L) is a movement to change the role of sport in Canadian society from a pursuit by few to an important part of everyone's life. CS4L promotes each child's healthy and logical development in a sport or physical activity, by using a framework which uses sequential stages for training and competition that respects their physical, mental and emotional development.

Canadian Sport Policy is a document that reflects the interests and concerns of 14 government jurisdictions, the Canadian sport community, and the other organizations and agencies that influence and benefit from sport in Canada. It seeks to improve the sport experience of all Canadians by helping to ensure the harmonious and effective functioning, and transparency of their sport system.

Carded athlete is an athlete receiving funding from Sport Canada's Athlete Assistance Program.

Coach of High Performance Sport is a chartered Professional Coach, employed by a recognized club, provincial or national training centre who has had and continues to have direct responsibility Training to Compete or Training to Win athletes who train in Vancouver.

Early Specialization refers to children restricting themselves to playing only one sport at too young an age.

Excellence refers to Vancouver promoting program and event excellence, and opportunities for its citizens to reach their highest levels of sport performance.

Fairness refers to Vancouver encouraging ethical sport and support programs that lead to positive personal and community development through sport.

First Contact refers to the fact that sports only have one opportunity to create a positive environment for athletes with a disability. It is not easy for these athletes to make the first approach to a sport, and research shows that if they don't have a positive first experience, they may be lost to the sport and to a healthy lifestyle.

FUNDamentals is the second stage in the Canadian model of LTAD where children ages 6-9 learn fundamental movement skills and build overall motor skills.

High Performance Athlete is a Training to Compete or Training to Win athlete recognized by the Canadian Sport Centre (Sport Canada or BC Carding), resident of Vancouver or a member of a recognized club, provincial or national training centre based in Vancouver.

High Performance Club is a club representing Vancouver, recognized as regularly developing high performance athletes within the city.

High Performance Sport is sport which either has a high performance training centre or professional team.

High Performance Training Centre is a recognized sport-specific training centre within the Canadian Sport Centre Pacific.

Inclusion refers to Vancouver providing accessible opportunities for sport participation within a welcoming, sustainable, and culturally diverse sport environment.

Late Specialization Sports are sports that have skills that do not need to be fully mastered prior to maturation.

Learning to Train is the third stage in athletic preparation in the Canadian model of LTAD where adolescents ages 8-12 learn overall sport skills.

Long-Term Athlete Development (LTAD) is a training, competition and recovery program based on developmental age – the maturational level of an individual – rather than chronological age.

Metro Vancouver is a grouping of 21 municipalities and one electoral area that make up the metropolitan area of Greater Vancouver.

Park Board refers to the Vancouver Board of Parks and Recreation.

Physical Literacy refers to the mastering of fundamental motor skills and fundamental sport skills.

Pro Coach is employed in a professional club in Vancouver.

Professional Athlete is an athlete on the roster of a professional club in Vancouver.

Professional Sport refers to team(s) playing in recognized professional leagues in North America.

Stakeholders refer to the groups and organizations that have a vested interest in the development and outcome of the VSS.

Training to Compete is the fifth stage of athletic preparation in the Canadian model of LTAD where athletes ages 16-23 optimize fitness preparation and sport- individual- and position-specific skills as well as performance and learn to compete.

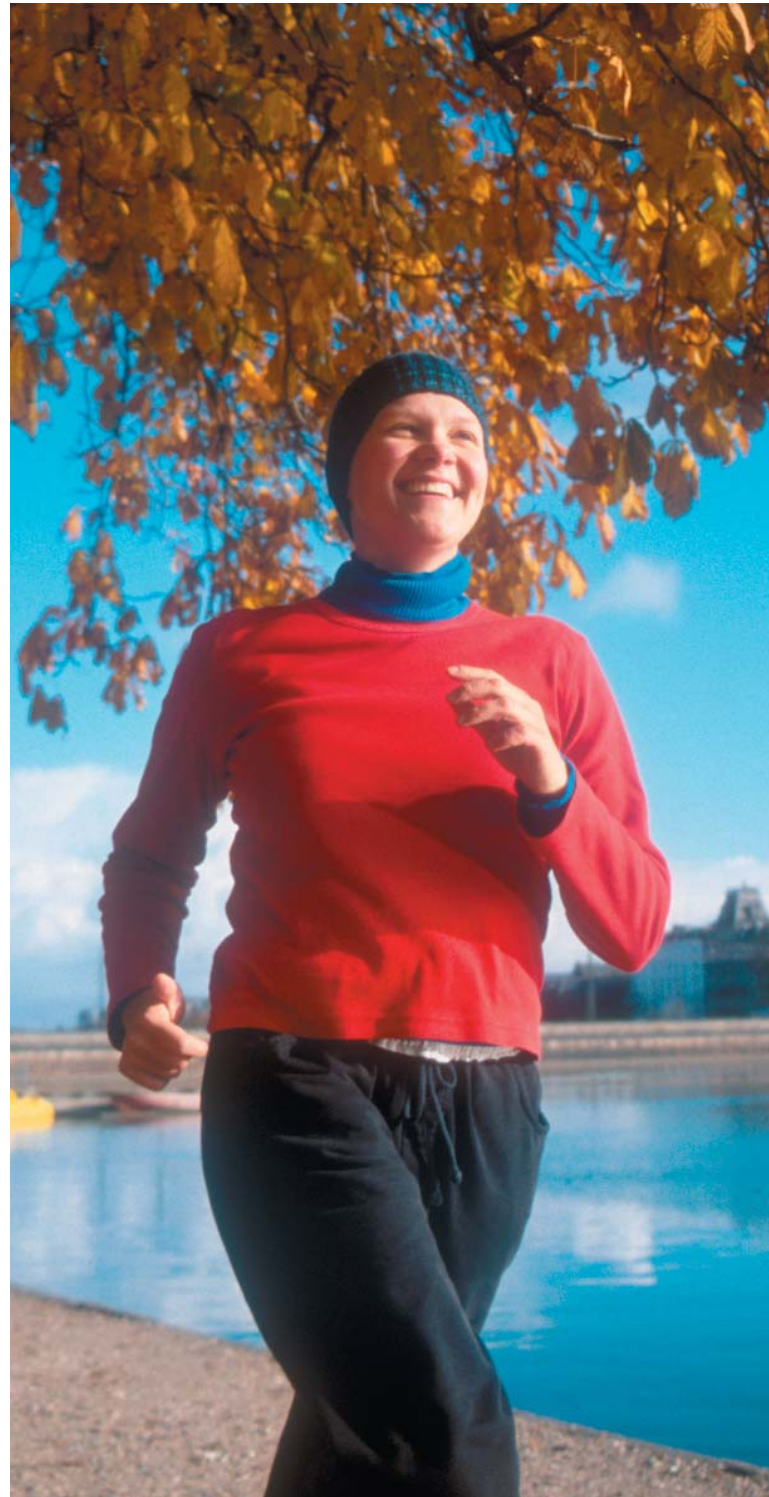
Training to Train is the fourth stage of athletic preparation in the Canadian model of LTAD where athletes ages 11-16 build an aerobic base, develop speed and strength and further develop and consolidate sport specific skills.

Training to Win is the sixth and final stage of athletic preparation in the Canadian model of LTAD where athletes ages 18+ aim to achieving excellence in the form of podium performances at international sporting events.

Vancouver Active Communities Network (VACnet) is a network of agencies and individuals engaged in health, active living and sport in Vancouver. It is an emerging leader in initiating plans and partnerships in support of Active Communities. VACNet was set up with Vancouver City Council and Park Board approval to facilitate and coordinate Active Communities programming throughout the City and make recommendations to the Park Board and Council on achieving the priorities of the Active Communities initiative.

Vancouver Sport Network (VSnet) is a proposed advisory multi-stakeholder body, similar in form and composition to VACnet, which will be a collaborative steward in the implementation of the VSS.

Wellness refers to Vancouver supporting all children to become physically literate and all citizens to have healthy active lifestyles through sport.



Glossary of Acronyms

City = City of Vancouver
VPB = Vancouver Park Board
CS4L - Canadian Sport for Life
VSB = Vancouver School Board
VSS = Vancouver Sport Strategy
VSnet = Vancouver Sports Network
PSO = Provincial Sport Organization
UBC = University of British Columbia
CSC = Canadian Sport Centre - Pacific
LTAD = Long-Term Athlete Development
FCM = Federation of Canadian Municipalities
VACnet = Vancouver Active Communities Network



British Columbia Sport Related Organizations

Abbotsford in Motion (www.abbotsfordinmotion.ca/)

Action group that focuses on health promotion and disease prevention through physical activity.

Aboriginal Sport and Recreation Association of BC

(www.asra.ca)

Fosters youth leadership and the adoption of a healthy, active, addiction free and positive lifestyles through involvement in summer and winter sports.

Active Communities BC

(www.activecommunities.bc.ca)

Designed to mobilize and support local governments and partner organizations to undertake actions that promote healthy lifestyles, build healthy communities and increase physical activity levels.

ActNowBC (www.actnowbc.ca/)

Large wellness initiative aimed at promoting healthy lifestyle choices and environments.

B.C. Disability Sports (www.disabilitysport.org/)

Federation of eight provincial sport governing bodies responsible for providing competitive and recreational programs for persons with a disability, and for operation of the B.C. Disability Games.

BC Games (www.bcgames.org)

Partner with various agencies to provide services that benefit BC Games participants and the provincial sport system and work directly with Host Communities in staging the BC Summer Games and BC Winter Games.

BC Recreation and Parks Association (www.bcrpa.bc.ca)

Dedicated to building and sustaining active healthy lifestyles and communities in BC.

BC School Sports (www.bcschoolsports.ca)

Designed to promote student participation in extra-curricular activities, assist schools in the development and delivery of their programs and provide governance for inter-school competition.

BC Sports Hall of Fame

(www.bcsportshalloffame.com)

An inspiring showcase of B.C.'s world-class athletes and heroes.

Canadian Sport Centre Pacific (www.cscpacific.ca)

This organization ensures that Canadian athletes are at the leading edge of their performance through applied sport science and medicine, sport technology, research, innovation and expertise, while developing practical support services that enable athletes to focus on training.

Coaches Association of BC (www.coaches.bc.ca)

Enhance the value quality of coaches while maintaining strong relationships with organizations and individuals that can benefit from coaching in BC.

Greater Vancouver Sport Task Force

(www.tourismvancouver.com/meetings/sport_tourism/sport_tourism_task_force)

An advisory group made up of Greater Vancouver's industry stakeholders that collectively contribute to the promotion and encouragement of sport hosting throughout the community

Physical Education in BC (www.bctf.ca/pebc/)

BC Council of CAHPERD that exists to identify, share and collaborate on health and physical education issues that affect the entire country.

Premier's Sport Awards Program (www.psap.jwspporta.ca/)

Provides sport skill development resources for teachers, coaches and instructors teaching children their basic sport skills.

proMOTION plus (www.promotionplus.org)

Dedicated to increasing opportunities for girls and women in the sport and recreation delivery system.

Special Olympics BC (www.specialolympics.bc.ca/)

Provides high-quality sports programs and competitions to meet the needs and interests of individuals with intellectual disabilities. Enriches lives and celebrates personal achievement through positive sport experiences.

Spirit of BC (www.spiritofbc.com/)

Province-wide initiative that promotes community innovation, pride and excellence and involves British Columbians in the opportunities arising from the 2010 Olympic and Paralympic Games.

Sport BC (www.sport.bc.ca/)

An advocate for amateur sport and the fostering of the growth of organized sport in BC representing more than 80 member organizations.

Sport Med BC (www.sportmedbc.com)

Not-for-profit society which identifies, develops and promotes best practices in sport, health, sport safety and sport training.

Tourism Vancouver (www.tourismvancouver.com)

Committed to being the best destination sales, marketing and visitor servicing organization in the world.

Vancouver Parks Board (www.city.vancouver.bc.ca/parks/)

To provide, preserve and advocate for parks and recreation services to benefit people, communities and the environment.

National Sport Related Organizations

Aboriginal Sport Circle (www.aboriginalsportcircle.ca)

Canada's national voice for Aboriginal sport, bringing together the interests of First Nations, Inuit and Metis peoples.

Active Living Alliance for Canadians with a Disability (www.ala.ca)

Promotes, supports and enables Canadians with disabilities to lead active, healthy lives.

AthletesCAN (www.athletescan.com)

Association of Canada's national team athletes, with news and events.

Canada Games Council (www.canadagames.ca)

Information on the biennial Canada summer and winter games.

Canadian Association for Health, Physical Education, Recreation and Dance (CAHPERD)

(www.cahperd.ca)

Advocacy group for quality, school-based physical and health education.

Canadian Centre for Ethics in Sport (www.cces.ca)

Addresses ethical issues in sport such as drugs and doping.

Canadian Fitness and Lifestyle Research Institute

(www.cflri.ca)

Conducts research and makes recommendations to increase physical activity in Canada.

Canadian Paralympic Committee

(www.paralympic.ca)

Organization promoting the Paralympic sports movement in Canada.

Canadian Parks and Recreation Association

(www.cpra.ca)

Organization promoting parks and recreation services for community health.

Canadian School Sport Federation

(www.schoolsport.ca)

Parent body promoting results, upcoming events, information on new projects and initiatives.

Canadian Sport Centres

(www.pch.gc.ca/progs/sc/prog/cns-nsc)

Network of training centres for high performance athletes, including those with a disability.

Coaches Association of Canada (www.coach.ca)

Information on coaching and manages coach certification programs.

Coaches of Canada (www.coachesofcanada.com)

A members' organization advancing the profession of coaching in Canada.

Coalition for Active Living (www.activeliving.ca)

Action group that focuses on health promotion and disease prevention through physical activity.

Joint Consortium for School Health

(www.jcsh-cces.ca)

Information on the work being done by Canada's governments on school-based and school-linked health promotion.

Special Olympics Canada (www.specialolympics.ca)

Dedicated to enriching the lives of Canadians with an intellectual disability through sport.

True Sport Foundation (www.truesportpur.ca)

Advocacy organization promoting positive values in Canadian community sport.

2010 Legacies Now

(www.2010legaciesnow.com/)

Organization designed to create sustainable legacies that will benefit all British Columbians as a result of hosting the 2010 Olympic and Paralympic Winter Games.

Canadian Sport Tourism Alliance

(www.canadiansporttourism.com/)

An alliance designed to market Canada internationally as a preferred sport tourism destination and increase Canadian capacity to attract and host sport tourism events.

Special Olympics (www.specialolympics.ca/)

Special Olympics Canada is dedicated to enriching the lives of Canadians with an intellectual disability through sport.

Sport Matters (www.sportmatters.ca)

A group to promote the important contribution that sport makes to society and collaborates on various sport policy issues on an ad hoc basis. Actively worked together on the Canadian Sport Policy, the new Sport and Physical Activity Act, and on increasing the resources available for sport in Canada.

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Acknowledgements

Reflecting the collaborative approach advocated throughout this document, the City of Vancouver and the Park Board would like to thank the many individual leaders in sport and the organizations they represent for their contributions to the development of the Vancouver Sport Strategy.

Vancouver Park Board

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Darren Peterson

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Vancouver Sport for Life