



CITY OF VANCOUVER

ADMINISTRATIVE REPORT

Report Date: September 10, 2008
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Meeting Date: October 14, 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 Implementation Plan

RECOMMENDATION

- A. THAT Council approve the implementation plan for "Vancouver Sport for Life," the Vancouver Sport Strategy (VSS) effective January 1, 2009 at an annual cost of \$240,000; \$140,000 to be provided internally by the Park Board through in-kind resources and \$100,000 to be added to the 2009 operating budget without offset.
- B. THAT Council authorizes staff to seek additional funding support from other levels of government and participating organizations for the implementation of the initiative.

GENERAL MANAGER'S COMMENTS

This report provides detail on the required actions and expenditures by City and the Park Board to implement "Vancouver Sport for Life," the Vancouver Sport Strategy. The General Manager of the Board of Parks and Recreation supports the implementation plan outlined in this report and recommends approval of A and B.

CITY MANAGER'S COMMENTS

At the time that Council approved the Sport Strategy, staff were directed "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".

As per Council's instruction above, Park Board staff have engaged stakeholders from the sport community and have developed an implementation plan. To implement the Vancouver Sport Strategy would require Council's consideration to be as part of the the 2009 budget considerations. The City Manager recommends approval of recommendations A and B.

COUNCIL POLICY

In 2004, Council approved a policy statement in support of celebrations, sporting events and special events.

On September 26, 2006 Council approved the Active Communities plan which specifies actions which the City will undertake to achieve Council's commitment to increasing physical activity among citizens and employees in the "20% by 2010" challenge.

On October 30, 2006, Council approved an Administrative Report entitled "Vancouver Sport Strategy: Resources and Funding Required".

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."

On May 13, 2008, Council approved "Vancouver Sport for Life," The Vancouver Sport Strategy which is a guide to the City's future initiatives and engagement with sports programs, facilities and events.

PURPOSE

This report provides a detailed implementation plan for the Vancouver Sport Strategy, including operating resource requirements, funding requirements and timelines.

BACKGROUND

The impetus for the development of a civic sport strategy was the awarding of the 2010 Olympic and Paralympic Games to Vancouver. The Sport Strategy supplies a program direction which complements the "Sports and fitness legacies" (5.2) envisioned 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 citizens of Vancouver long past 2010."

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.

Most recently, "Vancouver Sport for Life," the Vancouver Sport Strategy was approved by Council and Board of Parks and Recreation in May 2008. The Sport Strategy is a guide to the City's future initiatives and engagement with sports programs, facilities and events. Within the framework of the *Canadian Sport for Life* model, the VSS identifies six strategic goals that include detailed recommendations and outcomes for success in developing sport in Vancouver.

DISCUSSION

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

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

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

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

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

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

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

This report seeks the approval of Council and the Park Board to advance the Vancouver Sport Strategy in the manner described. In particular, implementation will require the allocation of \$140,000 from the existing Park Board budget, as well as new a commitment of additional funding of \$100,000 for 2009 and beyond.

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

Vancouver Sport Strategy	
Funding Request	
Park Board Support from within the Operating Budget	
Stanley District Staff (4 staff at 25%)	\$105,000
Planning Staff	\$20,000
General Administrative, IT/Web, Communications	\$15,000
Total Allocation	\$140,000
Funding Request (new)	
Staff Costs	\$80,000
Communication, marketing, and logistical support for task teams	\$20,000
Total Funding Request	\$100,000

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

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

Six Strategic Goals of the Vancouver Sport Strategy

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

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

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

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

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

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

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

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

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

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

The task team will also develop a comprehensive action plan with the goal of ensuring that children from all areas of Vancouver have equitable opportunities to engage in sport and physical activity and subsequently to progress to Active for Life and/or Excellence participation levels. The action plan will require inter-agency cooperation to promote

inclusion, participation, coordinate information sharing, and share resources through existing community centre and neighbourhood “hub” systems.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

FINANCIAL IMPLICATIONS

This plan identifies a funding request beginning in 2009 of \$100,000 for net operating costs relating to the initial year of implementation of the Sport Strategy. The total annual operating budget for this program would be \$240,000. To minimize the financial implications, the Park Board will reallocate \$140,000 from within existing operating budgets to provide managerial, administrative, and coordination support. These Park Board resources will be shared with other Park Board services and this allocation of costs is to reflect the Park Board contribution to the implementation plan.

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

The 2009 - 2011 Capital Plan includes funding for facility improvements which are consistent with recommendations identified in the Vancouver Sport Strategy.

PERSONNEL IMPLICATIONS

Using the new funding from Council, a Sport Strategy Coordinator position will be established to lead coordination efforts between VSnet and associated sub-committees, as well as with Park Board and City departments. Additionally, staff support from City Engineering, IT, Communities Services, and others may be necessary.

CONCLUSION

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

Success will result from an integrated, action-oriented approach, undertaken by the City in partnership with leaders in the sport community.

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